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

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STAGE OVERVIEW - RIBA Plan of Work	
Stage 2- Concept Design	
Stage Outcome	
Architectural Concept approved by the client and aligned to the Project Brief	
Stage Overview	
Ther RIBA Plan of Work Overview says: Stage 2 sets the **Architectural Concept** for a project. Proposals that align with the **Site Information** and the **Project Brief**, including the **Spatial Requirements**, are prepared. Regular **Design Reviews** are used to seek comments from the client and other **Project Stakeholders,** and the design is iterated in response. Any **Project Brief Derogations** are agreed, or the **Project Brief** is adjusted to align with the **Architectural Concept**. The **Architectural Concept** proposals must also be iterated to accommodate inputs from the design team and from specialist consultants, including the **Strategic Engineering** requirements (building services, civil and structural engineering). The proposals must also be coordinated with the **Project Strategies**, and everything captured in a **Stage Report**. The **Cost Plan** should demonstrate that the proposals and **Outline Specification** are aligned to the **Project Budget**.	

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A core challenge is to determine what detailed tasks need to be undertaken at this stage. Although Stage 2 is more about rules of thumb than detailed analysis, calculations may be required to progress specific aspects, such as calculating stair or riser sizes. However, if the **Architectural Concept** is not certain, or does not have sufficient buy-in from the client, carrying out detailed supporting tasks now can result in abortive design work. There is no right or wrong approach. A pragmatic review of what tasks should be undertaken to make the **Architectural Concept** as robust as possible before Stage 3 commences is required.

The proposals should demonstrate that the **Spatial Requirements** are being achieved, along with any adjacency requirements. Any non-briefed areas, such as cores, must be developed sufficiently to coordinate with the **Architectural Concept**. Externally, the building must meet the vision of the client, as well as the demands of the local context and environment. The client may seek pre-application **Planning Advice** on the suitability of the initial proposal from a planning adviser or the relevant planning department. The **Architectural Concept** must also be reviewed against the **Quality Aspirations**, and the route to **Building Regulations** compliance needs to be clarified and agreed.

A Stage 2 **Design Programme** must be prepared, in line with the **Project Programme** and **Responsibility Matrix**, to guide the design process and to ensure that the **Information Requirements** are included in the **Stage Report** signed off by the client.

TVC Stage Overlay Guidance:

Stage 2 sets the design concepts for a project. Proposals that align with the Site Information and the Project Brief, including the Spatial requirements, are prepared. it is essential to revisit the brief during this stage, and it should be updated and issued as the Final Project Brief as part of the Information Exchange at the end of Stage 2.

Regular Design Reviews are used to seek comments from the client and other Project Stakeholders, and the design is iterated in response. Any Project Brief Derogations are agreed, or the Project Brief is adjusted to align with the Architectural Concept

Ongoing validation should be undertaken at each stage to ensure achievement of project outcomes and objectives: the client should regularly check and gain assurance that emerging design is addressing all Project Outcomes & Objectives. In response to this, the design team should regularly check and demonstrate to client, alignment of emerging design with Project Outcomes & Objectives. The SFT Briefing & Evaluation Framework should continue to be adopted to support this exercise.

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The Architectural Concept proposals must also be iterated to accommodate inputs from the design team and from specialist consultants, including the Strategic Engineering requirements (building services, civil and structural engineering) and outline specifications. The proposals must also be coordinated with the Project Strategies, and everything captured in a Stage Report.

Depending on the Soft Landings or other strategy adopted, it is essential that the end-users or their representatives are actively involved in the design process.

The building services design will be developed as defined in BSRIA BG6 proforma 2. The concept design(s) are produced in line with the initial project brief. The level of detail is limited but does allow for some key decisions regarding choice of site, building orientation and overall form to be made. A model showing basic building services proposals, connections to incoming services and utilities, locations of plant areas using rectangular blocks, and routes of main pipes, ducts and electrical distribution in such detail as to show the incorporation of the engineering services in the project as a whole and with respect to any treatment zoning across the floorplate.

The design team should also identify any specialist contractor contribution which will be required to support and inform the development of the design proposals. The designers should also consider the elements which contractor design will be required and will be specified as contractor design portions (CDP's), which should be kept to the appropriate level.

The design team will identify, scope and develop the requirement for any surveys (e.g. site investigation, asbestos, building condition, environmental & ecological, archaeological etc)

In parallel with design activity, a number of other related tasks need to be progressed in response to the emerging design, including a review of the Cost Information, the development of a Construction Strategy, a Maintenance and Operational Strategy and a Health and Safety Strategy and updating of the Project Execution Plan.

The Building Energy Model will be developed to test that the proposals will achieve the Client's carbon and energy requirements.

The Cost Plan should provide as much information as possible, broken down into elemental and system level. This is to demonstrate that the proposals and Outline Specification are aligned to the Project Budget.

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The proposals should demonstrate that the Spatial Requirements are being achieved, along with any adjacency requirements. Any non-briefed areas, such as cores, plant space etc must be developed sufficiently to coordinate with the Architectural Concept. Externally, the building must meet the vision of the client, as well as the demands of the local context and environment.

Initial Planning Advice and dialogue with Planers should be sought on the suitability of the initial proposal from a planning adviser or the relevant planning department. The Architectural Concept must also be reviewed against the Quality Aspirations, and the route to Building Warrant compliance needs to be clarified and agreed. If a Planning Permission in Principle has been identified, this will generally be progressed during Stage 2.

A Stage 2 Design Programme must be prepared, in line with the Project Programme and Responsibility Matrix, to guide the design process and to ensure that the Information Requirements are included in the Stage Report signed off by the client.

The Construction Procurement Strategy initiated during Stage 1 should be reviewed and developed. If a 2-Stage strategy is selected, the first stage tender will be undertaken, so that the contractor is appointed in preparation to support the design team in the development of the Stage 3 proposals.

Stage Details- Skills and Expertise

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.

Client

N/A

Project Management

N/A
Design Team/ Specialists
N/A
Construction
N/A
Asset Management
N/A

Stage Outputs and Validation

All Parties
- Gateway Reviews   - Attend meetings   - Risk Workshops   - Stakeholder engagement   - Health and Safety Strategy   - Procurement workshop/ interviews
Client   - Changes to project brief   - Ongoing validation against vision/ objectives   - Project business case   - Stage reports and completion   - Authorise- Risk contingency expenditure   - Approval- Tender recommendations   - Gateways reviews   - Approval of design reports

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• ICT Strategy • Manage common data requirements • Consultants' competency review • Client Construction Quality Plan • Maintain Sustainability Objectives
Project Management
• Approval- Tender recommendations • PEP • Project Programme/ Report • Risk Register • DRM • Procurement- strategies, evaluation and reporting
Design Team/ Specialists
• Ongoing validation against vision/ objectives • Approval- Tender recommendations • Compliance reviews • Design Programme • Cost Reports/ end of stage reports • Design reports • Designs in relation to operational requirements • Quantitative risk information • DRM • Quality Management Plan • Ongoing validation against vision/ objectives • Design Review • Stage Design Proposals

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• Accommodation Schedule (utilisation)   • Building services design   • Space Planning   • Fire Strategy   • Floor Areas   • Acoustic strategy   • Sustainability design   • ICT strategy   • BIM execution Plan/ BIM model   • Manage common data requirements   • Planning agreements/ application   • Flood risk/ adaptation and SUDS   • CDM   • Pre- construction pack   • Building Performance requirements   • Surveys and Investigations   • Elemental Cost Plan/ cashflow/benchmarking/ expenditure/ value management   • Environmental screening and assessments
Construction
N/A
Asset Management
• Approve designs in relation to operational requirements   • Project commissioning strategy

Stage Outputs and Validation
All Parties

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- Concept Design
- Federated BIM Model
- Stage 2 Concept Design Report
- Outline Specifications
- Project Execution Plan
- Cost Plan (elemental)
- Cash Flow
- Developed Risk Register
- Design Programme
- Project Programme
- BIM Execution Plan
- Project Strategies developed
- Procurement Strategy
- Health & Safety Strategy
- Building Energy Model
- PPiP application
- Approval to Proceed to Stage 3

STAGE DETAILS	SKILLS & EXPERTISE	SUPPORT AND CONTRIBUTION SKILLS	ACTIVITY AND OUTPUT (* UNICLASS)
Pre- Project, Strategic Capital Investment & Governance Approach			
N/A			
Defining Project Requirements			
N/A			
Brief			

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Agree Project Brief derogations	All Designers		Record/ validation
Governance and Approvals			
Confirm and authorise changes to Project Brief	Client/ Employer		report
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/ Employer and Design Team	Vision Champion	Validation/ checklist
Project Business Case - prepare, maintain and obtain required approvals	Client/ Employer		Validation/ updates
Approve Stage Reports & Stage completion	Client/ Employer		Report/ validation
Authorise risk/contingency expenditure, within authorised delegation limits	Client/ Employer		Authorise
Approve Tender Recommendations for appointment of consultants and contractors	Client	Project Manager/ All designers	Report/ validation
Building Design Compliance Reviews	Compliance Manager		Review
Arrange & participate in Gateway Reviews	Client	All Parties	Review- Gateway 2
Project Execution Plan (PEP) - prepare & maintain	Project Manager		Plan
Project Programme - prepare, monitor and update	Project Manager		Programme
Design Programme- prepare, monitor and update	Architect	All Designers	Programme
Project Report - prepare (monthly) project reports, providing status update, identifying risks and issues to inform Client decision making	Project Manager	All Consultants	Report
Project Cost Reports/End of Stage Cost Plans	Cost Consultant	All Consultants	Gateway 2- Interrogate Cost Plan

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Design Reports - prepare (monthly) design progress report for incorporation into Project Report.	All Designers		
Approval Design Reports and authorise project to move to next Stage.	Client		Gateway 2- Approval
Attend meetings as detailed on Meeting Schedule	All Parties		Actions and decisions agreed
Building in Use/ Plan for Use			
Contribute to design process & approve designs with respect to operational requirements	Whole Life Consultant	Operations/ FM	Design/ validation
Prepare & Maintain Project Risk Register, review and update at monthly intervals-including Optimism Bias assessment	Project Manager		Register
Attend Risk Workshops & reviews, contribute to Project Risk Register	All Parties		Reviews- Risk commitments and evaluation defined
Provide quantitative Risk Register Information	Cost Consultant		data
Design			
Prepare Design Responsibility Matrix	Project Manager	Design Consultant/ client	Client should be clear of skills and expertise requirements
Prepare design Team quality management plan	Architect	All Designers	Plan
Ongoing validation to ensure achievement of project outcomes and objectives: regularly check and demonstrate alignment of emerging design with Project Outcomes & Objectives	All Designers		Validation
Participate in design reviews and technical workshops as required	All Designers	Client/ Employer, Project Manager/ Cost Consultant	Workshop

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Develop Stage design proposals (appropriate to role/discipline)	All Designers		Design
Stakeholder, client engagement	All parties		Report
Coordination of design	Architect	All Designers	Design
Prepare Accommodation Schedule (utilisation) from Client Brief and client requirements	Briefing Specialist		Schedules- Define strategic requirements
Coordinate building services designs	MEP Consultant		Design
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 Access & Maintenance Strategies	Architect	MEP Consultant, Principal Designer, Operations/FM	Strategy
Calculate gross and net internal floor areas	Architect		Data
Develop Fire Strategy & contribute design to design solutions	Architect	All Designers	Design Strategy
Develop Acoustic Strategy & contribute to design solutions	Architect	All Designers	Design Strategy
Develop design solutions/concepts to achieve sustainability/net zero carbon requirements.	MEP Consultant	All designers	Design
Develop the building services proposals that meet the client brief, in accordance with the contents of BSRIA BG6/2018 'A Design Framework for Building Services	MEP Consultant		Design and Build Proposals
Develop and confirm ICT strategy	Client		Report
Liaise with utility providers and develop site utilities requirements and strategies. Obtain quotations on Client's behalf	MEP Consultant		Data and strategy

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Information Management			
Prepare BIM Execution Plan	Architect	Information Coordinator	Plan
Provide, maintain and manage Common Data Environment	Client/ Employer	BIM Information Manager	Report
Validate BIM Model at each design stage	BIM Information Manager		Validate
Undertake strategic appraisal/ place standards review to inform statutory requirements	Planning	All Parties	Workshop
Develop manage and coordinate Consenting Strategy	Architect	Planning Consultant	Strategy
Pre-Consultation Agreement with Planners	Architect	Planning Consultant	Agreement
Pre-Consultation with Planners	Architect	Planning Consultant	Consultation
Prepare Proposal of Application Notice (PAN) & manage PAC process	Architect	Planning Consultant	Application
Flood Risk Assessment/ Adaptation approach	CES Engineer		Assessment
Prepare Site Drainage & SUDS design	CES Engineer		Design
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
Advise Client of their obligations under the Construction Design and Management Regulations (2015).	Principal Designer		Advice/ Report
Prepare Design Risk Assessments	All designers		First Stage tender
Pre-Construction Information Pack	Principal Designer		First Stage tender

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Assess the competency of Consultants & Contractors	Client	Principal Designer/ Compliance Manager/ Project Manager	Report- competencies
Regulation Compliance Analysis	Compliance Manager		assessments
Thermal Simulation	MEP Consultant		model
Building energy analysis	MEP Consultant		Modelling and testing
Undertake whole life carbon assessment	MEP Consultant	Lead designer/ architect	Measurement and verification plan
Complete Whole Life Appraisal Tool	MEP Consultant	Lead designer/ architect	Model/ comparison dashboard
Sustainability Analysis	MEP Consultant	Lead designer/ architect	report
Daylight strategy and analysis	MEP Consultant	Lead designer/ architect	strategy
Solar Gain and shading strategy and analysis	MEP Consultant	Lead designer/ architect	strategy
Permeability and air tightness strategy and analysis	Architect	MEP Consultant	strategy
Acoustic strategy and analysis	Architect	MEP Consultant	strategy
Passivhaus reviews at each design stage	Architect		design
Surveys and Investigations			
Topographical	CES Engineer	Architect	data/digital plan
Site Investigation	CES Engineer		investigation
Site Contamination	CES Engineer		investigation/ analysis
Mining	CES Engineer		analysis
Drainage	CES Engineer		investigation/ analysis
Utilities	MEP Consultant		investigation/ analysis
Underground services	MEP Consultant		investigation/ analysis
Ecological	MEP Consultant		survey/ analysis
Traffic & Transport	CES Engineer		survey/ analysis
Site boundary (red/blue line confirmation)	Architect		survey/ analysis

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Prepare and update detailed Elemental Cost Plan	Cost Consultant	Project Manager/ 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
Advise on costs of different design options	Cost Consultant		Design Options
Value Management/ Engineering studies (if relevant)	Cost Consultant	All Designers	Design Options
Manage consultant fee expenditure	Project Manager		Management
Monthly Cost Report including statement of final cost	Cost Consultant		Report
Procurement & Award			
Review procurement options	Client/ Employer	Project Manager/ All parties	Report
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
Tender quality/technical response appraisal	Project Manager	Client/ Employer, All Designers	Appraisal
Tender commercial response appraisal	Cost Consultant	All Designers	Appraisal
Procurement Recommendation Report	Project Manager	Design Team	Report- Client Approval
Prepare tender documentation/Works Information/Employer's Requirements	Project Manager		Documentation/ reports
Prepare Bills of Quantities/Activity Schedule/Pricing Document	Cost Consultant	All Designers	Schedules/ Report
Attend Post Tender Interviews (as required)	All Parties		Interviews
Quality			

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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
Environmental Screening & obtaining ELC Screening Opinion	Planning and Environmental	All Designers	Opinion/ Report
Environmental Scoping	Planning and Environmental	All Designers	Scoping Report
Environmental Impact Assessment/ HRA (if required)	Planning and Environmental	All Designers	Assessment/ Report
Commissioning Testing & Handover			
Develop Project Commissioning Strategy	Whole Life Consultant	Operations/ FM	Strategy- Feed into client requirements

Ends

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