

RIBA Plan of Work 2013 Overview





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2013

Foreword

First developed in 1963, for half a century the RIBA Plan of Work has been the definitive UK model for the building design and construction process, also exercising significant influence on an international stage.

The RIBA Plan of Work has been a bedrock document for the architects' profession and the construction industry, providing a shared framework for the organisation and management of building projects that is widely used as both a process map and a management tool, and providing important work stage reference points used in a multitude of contractual and appointment documents and best practice guidance. It has been amended and updated over time to reflect developments in design team organisation, changes in regulatory regimes and innovations in procurement arrangements, although these changes have generally been incremental and reactive to changing circumstances rather than strategically driven.

The RIBA Plan of Work 2013 builds on this fantastically valuable heritage and represents the most comprehensive review and development of the RIBA Plan of Work to be undertaken since its inception. It reflects the very best principles in contemporary architectural project and design management, and demonstrates the commitment of the RIBA to undertaking continuous improvement of its core guidance and to providing strategic leadership at a time of rapid change in the construction industry.

Through its Construction Strategy, the UK Government has identified the need for a construction industry which is better integrated and more efficient and which enshrines principles of sustainability as a matter of course. By developing a new generation RIBA Plan of Work that incorporates sustainable design principles, provides the infrastructure to support Building Information Modelling (BIM), promotes integrated working between project team members, including the construction team, and provides the flexibility to match procurement approaches to client needs, the RIBA seeks to make an important contribution to this transformation of the construction sector in the UK; one which we feel will also have great relevance in the international arena.

Developed alongside this Overview, the RIBA Plan of Work 2013 Online is an easy to customise electronic document that can be adapted to the specific needs of any practice, team or project. Traditional and non-traditional procurement models are both accommodated in this edition, which has been designed to meet the needs of businesses and projects of every size and degree of complexity. Whether your work is predominantly focused on small domestic projects or larger projects, the RIBA Plan of Work 2013 is an essential component in practice management and a product I am happy to endorse and promote on behalf of the RIBA.

Angela Brady
RIBA President

The RIBA Plan of Work 2013 is endorsed by the following organisations:



Construction
Industry Council



Chartered Institute of
Architectural Technologies



Royal Incorporation
of Architects in Scotland



Royal Society of Architects
in Wales



Royal Society of
Ulster Architects

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Introduction to the RIBA Plan of Work 2013

Purpose

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. It details the tasks and outputs required at each stage which may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 template is enclosed as a fold out at the end of this document.

The RIBA Plan of Work 2013:

- acts across the full range of sectors and project sizes
- provides straightforward mapping for all forms of procurement
- integrates sustainable design processes
- maps Building Information Modelling (BIM) processes, and
- provides flexibility in relation to (town) planning procedures.

The RIBA Plan of Work 2013 itself is not a contractual document: it directs readers to various tools and supplementary core documents used by a project team, including documents relating to professional services contracts, **Schedules of Services** and project protocols, which may or may not be contractual, and to the various forms of commonly used **Building Contracts**.

Using the RIBA Plan of Work 2013 document

This Overview document provides a simple introduction to the RIBA Plan of Work 2013. Further detail is provided in RIBA Publishing's *Guide to Using the RIBA Plan of Work 2013*, which can be obtained at www.ribabookshops.com

Within this document, terms included in the RIBA Plan of Work 2013 and defined in the glossary are set in **bold** type and the RIBA Plan of Work 2013 stages begin with capital letters.

The RIBA Plan of Work 2013 Online is available at www.ribaplanofwork.com. This has been developed as a flexible tool that enables the creation of a bespoke practice or project Plan of Work containing the relevant procurement (tendering), programme and (town) planning activities. The RIBA Plan of Work 2013 is suitable for many forms of procurement and can be tailored to accommodate specific project and client requirements.

The continuous cycle

Buildings are refurbished and reused or demolished and recycled in a continuous cycle. If building outcomes are to improve, better briefing processes will be required. More importantly, feedback from completed projects must be available to inform subsequent projects. The RIBA Plan of Work 2013 recognises the stages that a building project goes through and promotes the importance of recording and disseminating information about completed projects.



Which of the following common procurement routes do you frequently use?

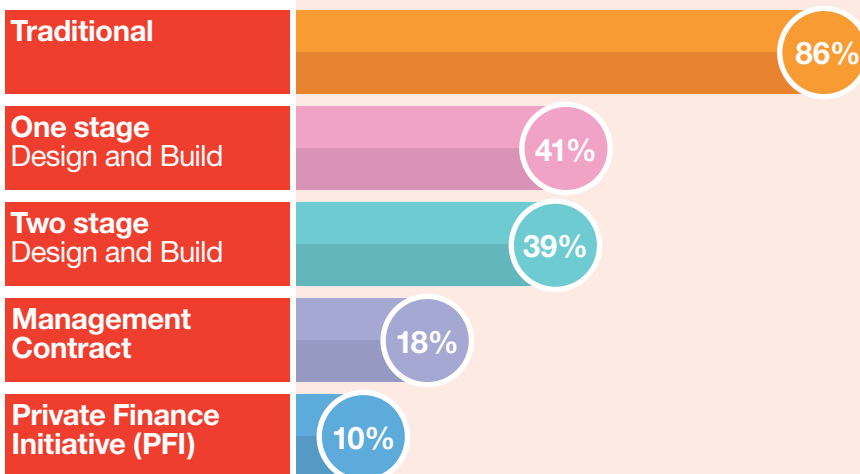


Figure 1: RIBA members' online survey 2012

Development from earlier versions

The RIBA Plan of Work framework has served both the architects' profession and the wider construction industry well.

The major strength of the RIBA Outline Plan of Work 2007 is the simplicity of its stages and the clarity of the stage descriptions. Although the RIBA Plan of Work 2013 may initially appear quite different from the RIBA Outline Plan of Work 2007, its use of stages and task descriptions has not altered fundamentally. The definition of the project stages is pivotal, because the stages act as milestones for agreeing deliverables, establishing fee agreements and determining the activities of the many parties involved in the design, construction and supporting activities of a project.

The RIBA Outline Plan of Work 2007, however, only aligns to a single (traditional) procurement route and makes assumptions about the timing of planning applications.

The Plan of Work consultation with members (the detail of which can be viewed at www.architecture.com/planofwork), undertaken by the RIBA in 2012, showed that traditional contractual arrangements remain the most prevalent form of procurement, used to some extent by 86 per cent of architects' practices that responded to the survey (Figure 1). However, other forms of procurement are also commonly used. Design and build forms of procurement have grown in popularity, with 40 per cent of responding practices indicating that they use both one stage and two stage variants. Management contracting and private finance initiative (PFI) procurement routes are less frequently used by practices but are important procurement approaches on larger projects.

It is also clear that, with certain forms of procurement, a number of common variants exist. This is particularly true for design and build forms of procurement, where the information used to form the **Employer's Requirements**, and the subsequent **Contractor's Proposals**, can vary significantly from project to project.

The town planning process also emerged from the RIBA's member consultation as a key topic. Common trends identified were:

- more frequent requests from clients for planning applications to be submitted earlier in the design process, typically using an enhanced Concept Design
- not all members of the design team being appointed during the initial design period
- the need to recognise the increasing amount of supporting information required for a planning application and the benefits derived from early community consultations on some projects, and
- the requirement, particularly on conservation projects, for very detailed design, specification and construction information to be approved before, or during, construction.



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Concept and comparison to the RIBA Outline Plan of Work 2007

The RIBA Outline Plan of Work 2007 is part of the mind set of every architect and most other professionals involved in the construction industry and is woven into their processes. This section sets out the conceptual shift from the RIBA Outline Plan of Work 2007 to the new RIBA Plan of Work 2013.

The RIBA Outline Plan of Work 2007 consists of eleven stages defined by the letters A–L, a description of key tasks and reference to former Office of Government Commerce (OGC) Gateways™.

The RIBA Plan of Work 2013 consists of eight stages defined by the numbers 0–7, and eight task bars as illustrated in Figure 2.

Task Bars

In the RIBA Plan of Work 2013 eight task bars replace the 'Description of key tasks' in the RIBA Outline Plan of Work 2007.

Some task bars are fixed, some are variable (containing options specific to a practice or project specific Plan of Work) and others are selectable (able to be 'switched' on or off).

The fixed bars ensure consistency across all RIBA Plan of Work 2013 documents.

The ability to switch certain task bars on or off and to vary the content of others provides a flexible 'kit of parts' that can be used to produce a focused and bespoke practice or project specific version via the RIBA Plan of Work 2013 Online.

Figure 2

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

Stage	0	1	2	3	4	5	6	7
Strategic Definition	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability Aspirations, Project Budget, other parameters or constraints and develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information.	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.	Prepare Developed Design, including updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.	Prepare Technical Design and Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract.	Undertake In Use services in accordance with Schedule of Services.
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability Aspirations, Project Budget, other parameters or constraints and develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information.	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.	Prepare Developed Design, including updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.	Prepare Technical Design and Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract.	Undertake In Use services in accordance with Schedule of Services.
Procurement Variable task bar	Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract. A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.		Administration of Building Contract, including regular site inspections and review of progress.	Conclude administration of Building Contract.		
Programme Variable task bar	Establish Project Programme.	Review Project Programme.	Review Project Programme.	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning Variable task bar	Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.					
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments, Agree Schedule of Services, Design Responsibility Matrix and Information Exchange and prepare Project Execution Plan including Technology and Commissioning Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and Risk Assessments. Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan, including Change Control Procedures. Consider Construction Strategy, including offsite fabrication, and driver's Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan, including Change Control Procedures. Review and update Construction Strategy, including offsite fabrication, and update Health and Safety Strategies.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan, including Change Control Procedures. Review Construction Strategy, including offsite fabrication, and update Health and Safety Strategies.	Review and update Sustainability, Maintenance and Operational and Handover Strategy including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing compilation of As-constructed Information. Update Construction and Health and Safety Strategies.	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	
Sustainability Checkpoints	Sustainability Checkpoint – 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint – 3	Sustainability Checkpoint – 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint – 7
Information Exchanges (at stage completion)	Strategic Brief.	Initial Project Brief.	Concept Design, including outline structural and building services design, associated Project Strategies, preliminary Cost Information and Final Project Brief.	Developed Design, including the coordinated architectural, structural and building services design and updated Cost Information.	Completed Technical Design of the project.	As-constructed Information.	Updated As-constructed Information.	As-constructed Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

Variable task bar – creating a bespoke project or practice specific RIBA Plan of Work 2013 via www.ribaplanofwork.com a specific bar is selected from a number of options.

Stages

The stages are represented by numbers to avoid confusion with the stages in the RIBA Outline Plan of Work 2007, which were represented by letters.

The shift to numbers also allows the stages to be aligned with a set of unified industry stages agreed through the Construction Industry Council (CIC). Aligning the stage numbers in the RIBA Plan of Work 2013 with this structure helps to achieve one of the core objectives of the RIBA Plan of Work 2013, namely greater cohesion within the construction industry.

The eight stages of the RIBA Plan of Work 2013 are derived as follows:



Stage 0 Strategic Definition is a new stage in which a project is strategically appraised and defined before a detailed brief is created. This is particularly relevant in the context of sustainability, when a refurbishment or extension, or indeed a rationalised space plan, may be more appropriate than a new building. Certain activities in Stage 0 are derived from the former (RIBA Outline Plan of Work 2007) Stage A – Appraisal.



Stage 1 Preparation and Brief merges the residual tasks from the former Stage A – Appraisal – with the Stage B – Design Brief – tasks that relate to carrying out preparation activities and briefing in tandem.



Stage 2 Concept Design maps exactly to the former Stage C – Concept.



Stage 3 Developed Design maps broadly to the former Stage D – Design Development – and part of Stage E – Technical Design. The strategic difference is that in the RIBA Plan of Work 2013 the Developed Design will be coordinated and aligned with the **Cost Information** by the end of Stage 3. This may not increase the amount of design work required, but extra time will be needed to review information and implement any changes that arise from comments made before all the outputs are coordinated prior to the **Information Exchange** at the end of Stage 3.



Stage 4 Technical Design comprises the residual technical work of the core design team members. At the end of Stage 4, the design work of these designers will be completed, although they may have to respond to **Design Queries** that arise from work undertaken on site during Stage 5. This stage also includes and recognises the importance of design work undertaken by specialist subcontractors and/or suppliers employed by the contractor (Performance Specified Work in JCT contracts) and the need to define this work early in the process in the **Design Responsibility Matrix**.



Stage 5 Construction maps to the former Stage K – Construction to Practical Completion – but also includes Stage J – Mobilisation.



Stage 6 Handover and Close Out maps broadly to the former Stage L – Post Practical Completion – services.



Stage 7 In Use is a new stage which includes **Post-occupancy Evaluation** and review of **Project Performance** as well as new duties that can be undertaken during the In Use period of a building.

Procurement and tendering

Although the RIBA Plan of Work 2013 does not include a stage corresponding to Stages G, H and J of the RIBA Outline Plan of Work 2007, which relate to the tendering activities associated with traditional procurement, it includes these activities in the Procurement task bar.



Task bars 1–8

Each of the eight task bars that replace the single description of key tasks in the RIBA Outline Plan of Work 2007 has a specific purpose. These are detailed below demonstrating the degree of flexibility possible when generating a bespoke practice or project specific Plan of Work.

Task bar 1: Core Objectives

In this task bar, the Core Objectives and the principal activities for each stage are set out. This task bar is fixed and is used in all versions of the RIBA Plan of Work 2013.

Task bars 2, 3 & 4: The three Ps: Procurement, Programme and (Town) Planning

Procurement, programme and (town) planning activities vary widely from project to project and resolving this conundrum has been one of the biggest challenges in the creation of the RIBA Plan of Work 2013. To overcome this variability, the RIBA Plan of Work 2013 allows users to generate their own bespoke practice or project specific Plan of Work (available at www.ribaplanofwork.com). During the process of generating a bespoke Plan, the user selects a specific task bar for each of these three tasks from a pull-down list and their customised Plan of Work is generated. The specific activities in these task bars generated in a bespoke RIBA Plan of Work 2013 can be seen in RIBA Publishing's *Guide to Using the RIBA Plan of Work 2013*.

Task bar 2: Procurement

To allow for a number of forms of procurement, the RIBA Plan of Work 2013 template has a generic Procurement task bar. Users generating their bespoke RIBA Plan of Work 2013 Online can select the type of procurement from a pull-down list. Once the procurement route is selected, the practice or project specific Plan of Work that is generated will contain a task bar that includes the specific procurement and tendering activities at each stage.

The activities for Stages 2 to 4 that would be contained in a bespoke RIBA Plan of Work 2013 vary depending on the procurement route selected. The options available are:

- traditional contract
 - one-stage design and build contract (with **Employer's Requirements** defined at Stage 3)
 - two-stage design and build contract (with **Employer's Requirements** defined at Stage 4)
 - management contract
 - contractor-led contract
- plus
- a 'To be determined' option where the programme and (town) planning strategies are agreed but further flexibility is required in terms of procurement.

These options may be reviewed and extended in the future in line with feedback received.

A fundamental part of determining the procurement strategy for assembling the project team is defining the timing of contractor involvement. The RIBA Plan of Work 2013 advocates establishing the project team during Stage 1. A project specific Plan of Work would typically be generated during Stage 1; however, the variable task bars have options available that allow a Plan to be generated, or finalised, during a later stage.

Where architects' practices, clients or other participants involved in the processes frequently use a specific form of procurement, such as traditional or two-stage design and build **Building Contracts**, they will be able to produce a practice specific Plan of Work that can be used from the outset of each project.

Task bar 3: Programme

The stages of the RIBA Plan of Work 2013 are generally sequential and follow the progression of a project from commencement to completion and beyond. However, the procurement strategy, or certain client demands, may dictate that a number of stages have to occur simultaneously or overlap. The Programme task bar allows a bespoke practice or project specific Plan of Work to illustrate and highlight these stage overlaps. The option inserted into a bespoke practice or project specific Plan of Work is automatically selected based on the procurement route chosen. It is accepted that a multitude of further options may be possible. However, where detailed circumstances specific to a given project require an alternative approach, this should be dealt with using the **Project Programme**.

This task bar underlines the need on every project for a **Project Programme** that sets out the duration of each stage and any supporting activities. This programme should dovetail with the **Design Programme(s)** prepared by the lead designer, with contributions from the other designers, and the more detailed **Construction Programme** prepared by the contractor. A **Project Programme** has been a core requirement of collaborative contracts for some time as it ensures that each party is involved in the process of agreeing timescales and is fully aware of the risks that the programme generates in relation to their specific **Schedule of Services**.

Task bar 4: (Town) Planning

The town planning process was identified as a key topic to be addressed by the RIBA Plan of Work 2013. To embrace this, the pull-down options available when generating a bespoke practice or project specific RIBA Plan of Work 2013 Online allow the user to determine whether the planning application will be made at the end of Stage 2 or Stage 3 (the recommended stage for submitting a planning application) and highlight the need to conclude planning condition submissions prior to work commencing on site. Notwithstanding the two options available for selection, it is acknowledged that in some instances the resolution of planning conditions may need to be undertaken earlier (for example, where it is a contractual imperative to do so before a client enters into a **Building Contract**). It is also acknowledged that on certain projects (conservation projects, for example) other planning matters may have to be concluded during Stage 5. In both scenarios, the **Project Programme** should be utilised to clarify these specific durations.

Where planning applications are made at the end of Stage 2, the project lead and lead designer will have to consider the level of detail to be prepared for the Stage 2 Information Exchange. On certain projects, where it is uncertain that consent will be granted, the client may not appoint all of the designers or may appoint them on a restricted Stage 2 **Schedule of Services**. In these circumstances it may be necessary to include some additional activities for the project team at the start of Stage 3. A project's **Risk Assessment** should consider the individual project circumstances, identifying the risks created and setting out how they will be managed.



Task bar 5: Suggested Key Support Tasks

The Suggested Key Support Tasks task bar:

- clarifies the activities required to achieve the **Sustainability Aspirations**, reducing the carbon emissions related to the building, and those required to embed **Building Information Modelling (BIM)** into the process
- sets out key tasks in relation to statutory requirements, such as those relating to Building Regulations submissions and project and design management protocols, roles and responsibilities
- ensures that the project team is properly assembled, and that buildability, health and safety and other construction considerations and logistics are considered early in the process by using the **Project Execution Plan, Construction Strategy** and **Health and Safety Strategy** in the preparations.

The tasks that are listed are not mandatory; however, they do provide an appropriate level of management and assist in achieving the stated objectives at each stage.

This task bar is fixed and used in all versions of the RIBA Plan of Work 2013.

Task bar 6: Sustainability Checkpoints

This task bar has been developed from the Sustainability Checkpoints included in the 2011 *Green Overlay to the RIBA Outline Plan of Work 2007*.

The Sustainability Checkpoints task bar is selectable and can be switched on or off in a practice or project specific Plan of Work.

Task bar 7: Information Exchanges

This task bar provides guidance on the information that would typically be delivered at the Information Exchanges at the end of each stage. The importance of agreeing the precise extent of information and, crucially, the specific level of detail, is discussed in the *Guide to Using the RIBA Plan of Work 2013*. Preparation of the **Design Responsibility Matrix** and **Schedule of Services** are also key tasks as these impact who will produce what and when.

This topic is new to the RIBA Plan of Work and also to the RIBA appointment documents. However, given the degree of variability between practices and between projects, it is appropriate for the RIBA to provide guidance on this essential subject.

This task bar is fixed and used in all versions of the RIBA Plan of Work 2013.

Task bar 8: UK Government Information Exchanges

The UK Government Information Exchanges task bar has been introduced to encourage consideration of the stages that the UK Government requires information to be exchanged. This task bar highlights the fact that the UK Government has its own particular views on this important subject, derived from its 2011 Construction Strategy.

The UK Government recognises that, as a client, it does not need to be involved in every Information Exchange. It requires particular and specific information at certain stages in order to answer the questions pertinent to a given stage. Furthermore, the UK Government is seeking data-rich information that can be used post occupancy to manage its entire estate and to allow stringent benchmarking activities to occur.

This is a developing subject and further information is best obtained from www.bimtaskgroup.org, including details of COBie, which will be the principal vehicle for delivering information to the UK Government as client on projects instigated in the near future.

This task bar is selectable and can be switched on or off in a bespoke practice or project specific Plan of Work.

Project stages 0–7

The RIBA Plan of Work 2013 consists of eight stages identified by the numbers 0–7.

While the stages generally follow in sequence, on certain projects some aspects of the design will have to be developed earlier than others, or the constraints of the procurement strategy may make it necessary to overlap certain stages.

In this section *italic* text represents guidance that does not appear in the RIBA Plan of Work 2013 Template.



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Stage 0



Strategic Definition

Task Bar	Tasks
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.
Procurement <i>Variable task bar</i>	Initial considerations for assembling the project team.
Programme <i>Variable task bar</i>	Establish Project Programme .
(Town) Planning <i>Variable task bar</i>	Pre-application discussions <i>may be required to test the robustness of the Strategic Brief.</i>
Suggested Key Support Tasks	Review Feedback from previous projects.
Sustainability Checkpoints	<ul style="list-style-type: none"> • <i>Ensure that a strategic sustainability review of client needs and potential sites has been carried out, including reuse of existing facilities, building components or materials.</i>
Information Exchanges (at stage completion)	Strategic Brief.
UK Government Information Exchanges	Not required.

Summary

Stage 0 is used to ensure that the client's **Business Case** and the **Strategic Brief** have been properly considered before the **Initial Project Brief** is developed.

The **Strategic Brief** may require a review of a number of sites or alternative options, such as extensions, refurbishment or new build. By asking the right questions, the consultants, in collaboration with the client, can properly define the scope for a project, and the preparation and briefing process can then begin.

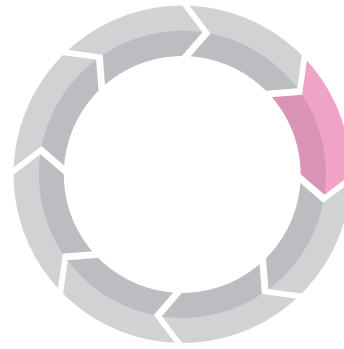
Mapping to RIBA Outline Plan of Work 2007

Stage 0 is a new stage in which a project is strategically appraised and defined before a detailed brief is created. This is particularly relevant in the context of sustainability, when a refurbishment or extension, or indeed a rationalised space plan, may be more appropriate than a new building. Certain activities in Stage 0 are derived from the former (RIBA Outline Plan of Work 2007) Stage A.



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Stage 1



Preparation and Brief

Task Bar	Tasks
Core Objectives	Develop Project Objectives , including Quality Objectives and Project Outcomes , Sustainability Aspirations , Project Budget , other parameters or constraints and develop Initial Project Brief . Undertake Feasibility Studies and review of Site Information .
Procurement <i>Variable task bar</i>	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.
Programme <i>Variable task bar</i>	Review Project Programme .
(Town) Planning <i>Variable task bar</i>	Pre-application discussions <i>may be required during this stage to discuss and determine the suitability of Feasibility Studies</i> .
Suggested Key Support Tasks	<p>Prepare Handover Strategy and Risk Assessments.</p> <p>Agree Schedule of Services, Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.</p> <p><i>The support tasks during this stage are focused on ensuring that the project team is properly assembled and that consideration is given to the handover of the project and the post-occupancy services that are required.</i></p>
Sustainability Checkpoints	<ul style="list-style-type: none"> • Confirm that formal sustainability targets are stated in the Initial Project Brief. • Confirm that environmental requirements, building lifespan and future climate parameters are stated in the Initial Project Brief. • Have early stage consultations, surveys or monitoring been undertaken as necessary to meet sustainability criteria or assessment procedures? • Check that the principles of the Handover Strategy and post-completion services are included in each party's Schedule of Services. • Confirm that the Site Waste Management Plan has been implemented.
Information Exchanges (at stage completion)	Initial Project Brief .
UK Government Information Exchanges	Required.

Summary

Several significant and parallel activities need to be carried out during Stage 1 Preparation and Brief to ensure that Stage 2 Concept Design is as productive as possible. These split broadly into two categories:

- developing the **Initial Project Brief** and any related **Feasibility Studies**
- assembling the project team and defining each party's roles and responsibilities and the **Information Exchanges**.

The preparation of the **Initial Project Brief** is the most important task undertaken during Stage 1. The time required to prepare it will depend on the complexity of the project.

When preparing the **Initial Project Brief**, it is necessary to consider:

- the project's spatial requirements
- the desired **Project Outcomes**, which may be derived following **Feedback** from earlier and similar projects
- the site or context, by undertaking site appraisals and collating **Site Information**, including building surveys
- the budget.

A project **Risk Assessment** is required to determine the risks to each party. The development of the procurement strategy, **Project Programme** and, in some instances, a (town) planning strategy are all part of this early risk analysis.

The importance of properly establishing the project team cannot be underestimated, given the increasing use of technology that enables remote communication and project development using **BIM**. For Stage 2 to commence in earnest, it is essential that the team is properly assembled.

Mapping to RIBA Outline Plan of Work 2007

Stage 1 merges the residual tasks from the former Stage A with the Stage B tasks that relate to carrying out preparation activities and briefing in tandem.



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Stage 2



Concept Design

Task Bar	Tasks
Core Objectives	Prepare Concept Design , including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme . Agree alterations to brief and issue Final Project Brief .
Procurement <i>Variable task bar</i>	<i>The Procurement activities during this stage will depend on the procurement route determined during Stage 1.</i>
Programme <i>Variable task bar</i>	Review Project Programme .
(Town) Planning <i>Variable task bar</i>	<i>The RIBA Plan of Work 2013 enables planning applications to be submitted at the end of Stage 2. However, this is not the anticipated norm, but rather an option to be exercised only in response to a specific client's needs and with due regard to the associated risks.</i>
Suggested Key Support Tasks	Prepare Sustainability Strategy , Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments . Undertake third party consultations as required and any Research and Development aspects. Review and update Project Execution Plan . Consider Construction Strategy , including offsite fabrication, and develop Health and Safety Strategy . <i>During this stage a number of strategies that complement the design are prepared. These strategies consider post-occupancy and operational issues along with the consideration of buildability. Third party consultations are also essential.</i>
Sustainability Checkpoints	<ul style="list-style-type: none"> • Confirm that formal sustainability pre-assessment and identification of key areas of design focus have been undertaken and that any deviation from the Sustainability Aspirations has been reported and agreed. • Has the initial Building Regulations Part L assessment been carried out? • Have 'plain English' descriptions of internal environmental conditions and seasonal control strategies and systems been prepared? • Has the environmental impact of key materials and the Construction Strategy been checked? • Has resilience to future changes in climate been considered?
Information Exchanges (at stage completion)	Concept Design including outline structural and building services design, associated Project Strategies , preliminary Cost Information and Final Project Brief .
UK Government Information Exchanges	Required.

Summary

During Stage 2, the initial Concept Design is produced in line with the requirements of the **Initial Project Brief**.

The project team also develops, in parallel with the Concept Design, a number of **Project Strategies**. Their importance at this stage will depend on how they are to influence the Concept Design. For example, the **Sustainability Strategy** is likely to be a fundamental component of the Concept Design, whereas a security strategy may have minimal or no impact and can therefore be developed during a later stage.

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.

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**.

Mapping to RIBA Outline Plan of Work 2007

Stage 2 maps exactly to the former Stage C.



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Stage 3



Developed Design

Task Bar	Tasks
Core Objectives	Prepare Developed Design , including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme .
Procurement <i>Variable task bar</i>	<i>The Procurement activities during this stage will depend on the procurement route determined during Stage 1.</i>
Programme <i>Variable task bar</i>	<i>The RIBA Plan of Work 2013 enables this stage to overlap with a number of other stages depending on the selected procurement route.</i>
(Town) Planning <i>Variable task bar</i>	<i>It is recommended that planning applications are submitted at the end of this stage.</i>
Suggested Key Support Tasks	<p>Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments.</p> <p>Undertake third party consultations as required and conclude Research and Development aspects.</p> <p>Review and update Project Execution Plan, including Change Control Procedures.</p> <p>Review and update Construction and Health and Safety Strategies.</p> <p><i>During this stage it is essential to review the Project Strategies previously generated.</i></p>
Sustainability Checkpoints	<ul style="list-style-type: none"> • <i>Has a full formal sustainability assessment been carried out?</i> • <i>Have an interim Building Regulations Part L assessment and a design stage carbon/energy declaration been undertaken?</i> • <i>Has the design been reviewed to identify opportunities to reduce resource use and waste and the results recorded in the Site Waste Management Plan?</i>
Information Exchanges (at stage completion)	Developed Design , including the coordinated architectural, structural and building services design and updated Cost Information .
UK Government Information Exchanges	Required.

Summary

During this stage, the Concept Design is further developed and, crucially, the design work of the core designers is progressed until the spatial coordination exercises have been completed. This process may require a number of iterations of the design and different tools may be used, including design workshops.

By the end of Stage 3, the architectural, building services and structural engineering designs will all have been developed, and will have been checked by the lead designer, with the stage design coordinated and the **Cost Information** aligned to the **Project Budget**.

Project Strategies that were prepared during Stage 2 should be developed further and in sufficient detail to allow the client to sign them off once the lead designer has checked each strategy and verified that the **Cost Information** incorporates adequate allowances.

Change Control Procedures should be implemented to ensure that any changes to the Concept Design are properly considered and signed off, regardless of how they are instigated.

While specialist subcontractors will undertake their design work at Stage 4, they may provide information and guidance at Stage 3 in order to facilitate a more robust developed design.

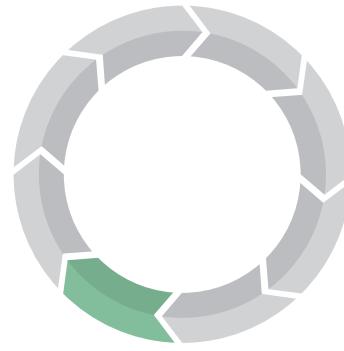
Mapping to RIBA Outline Plan of Work 2007

Stage 3 maps broadly to the former Stage D and part of Stage E. The strategic difference is that in the RIBA Plan of Work 2013 the Developed Design will be coordinated and aligned with the **Cost Information** by the end of Stage 3. This may not increase the amount of design work required, but extra time will be needed to review information and implement any changes that arise from comments made before all the outputs are coordinated prior to the **Information Exchange** at the end of Stage 3.



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Stage 4



Technical Design

Task Bar	Tasks
Core Objectives	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme .
Procurement <i>Variable task bar</i>	<i>The Procurement activities during this stage will depend on the procurement route determined during Stage 1.</i>
Programme <i>Variable task bar</i>	<i>The RIBA Plan of Work 2013 enables this stage to overlap with a number of other stages depending on the selected procurement route.</i>
(Town) Planning <i>Variable task bar</i>	<i>The RIBA Plan of Work 2013 suggests that any conditions attached to a planning consent are addressed during this stage, prior to work starting on site during Stage 5.</i>
Suggested Key Support Tasks	<p>Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments.</p> <p>Prepare and submit Building Regulations submission and any other third party submissions requiring consent.</p> <p>Review and update Project Execution Plan.</p> <p>Review Construction Strategy, including sequencing, and update Health and Safety Strategy.</p> <p><i>A further review of the Project Strategies and documentation previously generated is required during this stage.</i></p>
Sustainability Checkpoints	<ul style="list-style-type: none"> • <i>Is the formal sustainability assessment substantially complete?</i> • <i>Have details been audited for airtightness and continuity of insulation?</i> • <i>Has the Building Regulations Part L submission been made and the design stage carbon/energy declaration been updated and the future climate impact assessment prepared?</i> • <i>Has a non-technical user guide been drafted and have the format and content of the Part L log book been agreed?</i> • <i>Has all outstanding design stage sustainability assessment information been submitted?</i> • <i>Are building Handover Strategy and monitoring technologies specified?</i> • <i>Have the implications of changes to the specification or design been reviewed against agreed sustainability criteria?</i> • <i>Has compliance of agreed sustainability criteria for contributions by specialist subcontractors been demonstrated?</i>
Information Exchanges (at stage completion)	Completed Technical Design of the project.
UK Government Information Exchanges	Not required.

Summary

The architectural, building services and structural engineering designs are now further refined to provide technical definition of the project and the design work of specialist subcontractors is developed and concluded. The level of detail produced by each designer will depend on whether the construction on site will be built in accordance with the information produced by the design team or based on information developed by a specialist subcontractor. The **Design Responsibility Matrix** sets out how these key design interfaces will be managed.

Using the design coordinated during the previous stage, the designers should now be able to develop their Technical Designs independently, with a degree of autonomy. The lead designer will provide input to certain aspects, including a review of each designer's work.

Once the work of the design team has been progressed to the appropriate level of detail, as defined in the **Design Responsibility Matrix** and the **Design Programme**, specialist subcontractors and/or suppliers undertaking design work will be able to progress their design work. The lead designer and other designers, where required as part of their **Schedule of Services**, may have duties to review this design information and to ensure that specialist subcontractor design work is integrated with the coordinated design.

By the end of this stage, all aspects of the design will be completed, apart from minor queries arising from the site during the construction stage. In many projects, Stage 4 and 5 work occurs concurrently, particularly the specialist subcontractor design aspects.

Mapping to RIBA Outline Plan of Work 2007

Stage 4 comprises the residual technical work of the core design team members. At the end of Stage 4, the design work of these designers will be completed, although they may have to respond to **Design Queries** that arise from work undertaken on site during Stage 5. This stage also includes and recognises the importance of design work undertaken by specialist subcontractors and/or suppliers employed by the contractor (Performance Specified Work in JCT contracts) and the need to define this work early in the process in the **Design Responsibility Matrix**.



Stage 5



Construction

Task Bar	Tasks
Core Objectives	Offsite manufacturing and onsite Construction in accordance with the Construction Programme and resolution of Design Queries from site as they arise.
Procurement <i>Variable task bar</i>	Administration of Building Contract , including regular site inspections and review of progress.
Programme <i>Variable task bar</i>	<i>The RIBA Plan of Work 2013 enables this stage to overlap with a number of other stages depending on the selected procurement route.</i>
(Town) Planning <i>Variable task bar</i>	<i>There are no specific activities in the RIBA Plan of Work 2013, however the contractor will need to comply with any construction-specific planning conditions, such as monitoring of noise levels.</i>
Suggested Key Support Tasks	<p>Review and update Sustainability Strategy and implement Handover Strategy, including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing compilation of 'As-constructed' Information.</p> <p>Update Construction and Health and Safety Strategies.</p> <p><i>Support tasks are now focused on health and safety on site and ensuring that the project handover and post-occupancy activities, determined earlier, are properly facilitated.</i></p>
Sustainability Checkpoints	<ul style="list-style-type: none"> • <i>Has the design stage sustainability assessment been certified?</i> • <i>Have sustainability procedures been developed with the contractor and included in the Construction Strategy?</i> • <i>Has the detailed commissioning and Handover Strategy programme been reviewed?</i> • <i>Confirm that the contractor's interim testing and monitoring of construction has been reviewed and observed, particularly in relation to airtightness and continuity of insulation.</i> • <i>Is the non-technical user guide complete and the aftercare service set up?</i> • <i>Has the 'As-constructed' Information been issued for post-construction sustainability certification?</i>
Information Exchanges (at stage completion)	'As-constructed' Information.
UK Government Information Exchanges	Not required.

Summary

During this stage, the building is constructed on site in accordance with the **Construction Programme**. Construction includes the erection of components that have been fabricated off site.

The procurement strategy and/or the designer's specific **Schedule of Services** will have set out the designer's duties to respond to **Design Queries** from site generated in relation to the design, to carry out site inspections and to produce quality reports.

The output of this stage is the **'As-constructed' Information**.

Mapping to RIBA Outline Plan of Work 2007

Stage 5 maps to the former Stage K – Construction to Practical Completion – but also includes Stage J – Mobilisation.



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Stage 6



Handover and Close Out

Task Bar	Tasks
Core Objectives	Handover of building and conclusion of Building Contract .
Procurement <i>Variable task bar</i>	Conclude administration of Building Contract .
Programme <i>Variable task bar</i>	<i>There are no specific activities in the RIBA Plan of Work 2013.</i>
(Town) Planning <i>Variable task bar</i>	<i>There are no specific activities in the RIBA Plan of Work 2013.</i>
Suggested Key Support Tasks	<p>Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects.</p> <p>Updating of Project Information as required.</p> <p><i>The priority during this stage is the successful handover of the building and concluding the Building Contract with support tasks focused on evaluating performance and providing Feedback for use on future projects. Fine tuning of the building services is likely to occur.</i></p>
Sustainability Checkpoints	<ul style="list-style-type: none"> • <i>Has assistance with the collation of post-completion information for final sustainability certification been provided?</i>
Information Exchanges (at stage completion)	Updated ' As-constructed ' Information .
UK Government Information Exchanges	Required.

Summary

The project team's priorities during this stage will be facilitating the successful handover of the building in line with the **Project Programme** and, in the period immediately following, concluding all aspects of the **Building Contract**, including the inspection of defects as they are rectified or the production of certification required by the **Building Contract**.

Other services may also be required during this period. These will be dictated by project specific **Schedules of Services**, which should be aligned with the procurement and **Handover Strategies**. Tasks in relation to the **Handover Strategy** can be wide-ranging and may include:

- attending **Feedback** workshops
- considering how any lessons learned might be applied on future projects
- undertaking tasks in relation to commissioning or ensuring the successful operation and management of the building.

Mapping to RIBA Outline Plan of Work 2007

Stage 6 maps broadly to the former Stage L services.



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Stage 7



In use

Task Bar	Tasks
Core Objectives	Undertake In Use services in accordance with Schedule of Services .
Procurement <i>Variable task bar</i>	<i>There are no specific activities in the RIBA Plan of Work 2013.</i>
Programme <i>Variable task bar</i>	<i>There are no specific activities in the RIBA Plan of Work 2013.</i>
(Town) Planning <i>Variable task bar</i>	<i>There are no specific activities in the RIBA Plan of Work 2013.</i>
Suggested Key Support Tasks	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation , review of Project Performance , Project Outcomes and Research and Development aspects. Updating of Project Information , as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	<ul style="list-style-type: none"> • <i>Has observation of the building operation in use and assistance with fine tuning and guidance for occupants been undertaken?</i> • <i>Has the energy/carbon performance been declared?</i>
Information Exchanges (at stage completion)	'As-constructed' Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	As required.

Summary

This is a new stage within the RIBA Plan of Work. It acknowledges the potential benefits of harnessing the project design information to assist with the successful operation and use of a building.

While it is likely that many of the handover duties will be completed during Stage 6, prior to conclusion of the **Building Contract**, certain activities may be required or necessary afterwards. These should be confirmed in the relevant **Schedule of Services**.

While the end of a building's life might be considered at Stage 7, it is more likely that Stage 0 of the follow-on project or refurbishment would deal with these aspects as part of strategically defining the future of the building.

Mapping to RIBA Outline Plan of Work 2007

Stage 7 is a new stage which includes **Post-occupancy Evaluation** and review of **Project Performance** as well as new duties that can be undertaken during the In Use period of a building.



RIBA Plan of Work 2013 Online

To use the RIBA Plan of Work 2013 Online and to create your own project or practice specific Plan of Work please visit www.ribaplanofwork.com. The Online version provides users with step by step guidance on how to select the various options available and includes definitions of the terms used.

Project specific Plan of Work

The RIBA Plan of Work 2013 template can be used and be functional on a project during Stage 0 and Stage 1, before decisions have been made about the selectable and variable task bars. During Stage 1, a project specific Plan of Work can be generated and the three generic versions of the variable task bars will be replaced with specific task bars.

Practice specific Plan of Work

A practice can select options in the variable task bars to create a practice specific Plan of Work that reflects the common working methods of the practice thereby creating a Plan of Work suitable for all, or the majority, of their projects.

Read in conjunction with...

In order to be successful, the RIBA Plan of Work 2013 needs to work in conjunction with a number of supporting documents. The 'kit of parts' required to assemble a successful project team is outlined in RIBA Publishing's *Guide to Using the RIBA Plan of Work 2013* and detailed in RIBA Publishing's *Assembling The Collaborative Project Team: Practical Tools including Multi-disciplinary Schedules of Services*.

Guide to Using the RIBA Plan of Work 2013

In addition to providing further information on the subjects set out in this document, RIBA Publishing's *Guide to Using the RIBA Plan of Work 2013*:

- explains the importance of the project team and details the suite of documents required to assemble a successful collaborative project team
- underlines and considers the importance of life cycle costs
- highlights the importance of Project Outcomes and why they are an essential briefing consideration
- clarifies how the RIBA Plan of Work 2013 enables the most progressive of **Building Information Modelling (BIM)** projects
- considers how the RIBA Plan of Work 2013 engenders best practice in health and safety, and
- demonstrates how the RIBA Plan of Work 2013 assists the implementation of sustainability measures.

The 2012 *BIM Overlay to the RIBA Outline Plan of Work 2007* highlighted the fact that 2D computer-aided design (CAD) processes had developed without **Common Standards** being adopted throughout the industry. The varying CAD manuals and standards in use by different practices make it difficult for designers to

move seamlessly from one project team to another. To ensure that the new emerging standards relating to BIM gain proper traction across the industry, clear guidance is essential and this is covered in the *Guide to Using the RIBA Plan of Work 2013* which also clarifies how the RIBA Plan of Work 2013 can be successfully harnessed on a project using BIM.

Supporting RIBA appointment documents

The RIBA's consultation on proposals for the RIBA Plan of Work 2013 revealed that nearly 50 per cent of architects' appointments use RIBA Agreements, while 40 per cent are bespoke appointments, with the remainder using other standard forms of appointment.

In response to this finding, RIBA Publishing's *Assembling a Collaborative Project Team: Practical Tools including Multi-disciplinary Schedules of Services*, which is fully compatible with the RIBA Plan of Work 2013, defines the following outputs:

- **Project Roles Table** and the **Contractual Tree**
- **Schedule of Services**
- **Design Responsibility Matrix** and **Information Exchanges**
- **Project Programme** and **Design Programme(s)**, and
- **Project Execution Plan**

The RIBA is preparing these supporting documents to act either as appendices to the RIBA Agreements and/or as appendices suitable for use with bespoke or other forms of appointment, in a manner that allows, where appropriate, documents from different publishers to be used on the same project.



Roles

As part of the development of the RIBA Plan of Work 2013, it has been necessary to redefine the roles that will be contained in the updated RIBA appointment documents. These will now comprise:

- client
- client advisers
- project lead
- lead designer
- architect
- building services engineer
- civil and structural engineer
- cost consultant
- construction lead
- contract administrator
- health and safety adviser.

In addition to these core roles, specialist input may be required in relation to design or information management, masterplanning, sustainability, landscaping, planning, fire engineering, external lighting, acoustics, interior design, catering or other specialist and support roles. Even on a small project a specialist might be required (for example, an acoustician to comment on particular

details adjacent to a boundary and in line with comments arising during planning discussions). RIBA Publishing's *Assembling a Collaborative Project Team* sets out how to successfully incorporate these specialist advisors into the project team.

Frequently asked questions

Q Is it possible for the RIBA Plan of Work 2013 to be ‘all things to all people’ and useable on small and large projects alike?

A The consultation process undertaken by the RIBA during summer 2012 suggested that traditional procurement processes are used on most smaller projects. The RIBA Plan of Work 2013 allows a practice specific Plan of Work to be generated, based on traditional or non-traditional procurement methods but derived from the same template format, facilitating flexibility within a consistent overall framework.

Q How will the RIBA Plan of Work 2013 affect fees and what guidance will the RIBA provide in relation to this?

A There are many aspects impacting on fees, including BIM and market conditions. In this context it is not possible for the RIBA to advise on appropriate fee levels, but these should reflect the resources required to deliver the agreed services. In this document the strategic changes from the Outline Plan of Work 2007 to the RIBA Plan of Work 2013 have been mapped to assist practices and clients to consider how fees might be reapportioned between stages.

Q How is a Plan of Work created if the procurement strategy is not finalised at the end of Stage 1?

A While it is recommended that a project specific Plan of Work is created by the end of Stage 1, the pull-down options in the electronic version allow a degree of flexibility. If the procurement strategy, the (town) planning strategy or the **Project Programme** has not been determined by the end of Stage 1, a ‘holding’ bar can be placed in the project specific Plan of Work and a new Plan generated when these items have been finalised.

Q Is the RIBA Plan of Work 2013 likely to be amended in the future?

A The RIBA Plan of Work 2013 will need to continue to respond and adapt to emerging and evolving trends. Big Data, Geodata and various initiatives around harnessing information in an open way will fundamentally change many industries, including the construction industry. These technologies will also, for example, enable automated building control tests and other tasks to be undertaken, and the RIBA Plan of Work 2013 will need to respond to these developments. From a construction perspective, the transition from site and craft based construction technologies to an increase in offsite and modular construction will continue, making construction faster and safer.



Q Many of our projects are international. How will the RIBA Plan of Work 2013 affect our work overseas?

A Work has been undertaken to map the RIBA Plan of Work 2013 to similar project delivery plans in other countries. In countries where the RIBA Plan of Work 2013 is utilised, or where systems are derived from the RIBA Plan of Work 2013 – in certain commonwealth countries, for example – this document will act as a briefing tool. Many British practices working overseas will be able to act as ambassadors for the RIBA Plan of Work 2013. Furthermore, work is under way in partnership with UK Trade & Investment (UKTI) to consider how the RIBA Plan of Work 2013 can be promoted overseas; particularly as many countries are very interested in the UK Government's BIM strategy and how this has been rolled out.

Q We are frequently commissioned to undertake only the work up to submitting a planning application. How can we make the RIBA Plan of Work 2013 relevant to our commissions?

A The RIBA Plan of Work 2013 sets out a holistic process for briefing, designing, constructing, maintaining, operating and using building projects. It is not intended to define the duties or obligations of one particular party in the process. Project specific **Schedules of Services** and appointments would be required for this purpose. However, the RIBA Plan of Work 2013 does allow the specific town planning requirements of a project to be aligned to each project stage.

Q What happens if fabrication drawings need to be reviewed as part of the tender process?

A Fabrication drawings would typically be reviewed during Stage 4. There may be a need to review proposals prepared by specialist subcontractors earlier. It is crucial to remember that the RIBA Plan of Work 2013 is a guidance document only and that it cannot possibly deal with the specific needs of every project. Detailed **Schedules of Services** and **Project Programmes**, as well as other tools, are required to address each project's precise requirements.

Q Will the reduction from four to three design delivery stages impact on the quality of design produced?

A It is clear that the former Stage E wording has been interpreted and used in many different ways. The new Stage 3 Developed Design and Stage 4 Technical Design, aligned with the use of **Information Exchanges**, provide clarity, but in different ways. The Stage 2 design should be coordinated and this provides greater clarity regarding the status of the overall design. Depending on their working methods, the architect may require the production of 'exemplar' or 'key' details, which are crucial to the design at Stage 3. The core difference is that the information to be produced at Stage 3 will be strategically agreed at Stage 1, along with the fee levels.

Glossary

A number of new themes and subject matters have been included in the RIBA Plan of Work 2013. The following table presents a glossary of all of the capitalised terms that are used throughout the RIBA Plan of Work 2013. Defining certain terms has been necessary to clarify the intent of a term, to provide additional insight into the purpose of certain terms and to ensure consistency in the interpretation of the RIBA Plan of Work 2013.

'As-constructed' Information	Information produced at the end of a project to represent what has been constructed. This will comprise a mixture of 'as-built' information from specialist subcontractors and the 'final construction issue' from design team members. Clients may also wish to undertake 'as-built' surveys using new surveying technologies to bring a further degree of accuracy to this information.
Building Contract	The contract between the client and the contractor for the construction of the project. In some instances, the Building Contract may contain design duties for specialist subcontractors and/or design team members. On some projects, more than one Building Contract may be required; for example, one for shell and core works and another for furniture, fitting and equipment aspects.
Building Information Modelling (BIM)	BIM is widely used as the acronym for 'Building Information Modelling', which is commonly defined (using the Construction Project Information Committee (CPIC) definition) as: 'digital representation of physical and functional characteristics of a facility creating a shared knowledge resource for information about it and forming a reliable basis for decisions during its life cycle, from earliest conception to demolition'.
Business Case	The Business Case for a project is the rationale behind the initiation of a new building project. It may consist solely of a reasoned argument. It may contain supporting information, financial appraisals or other background information. It should also highlight initial considerations for the Project Outcomes . In summary, it is a combination of objective and subjective considerations. The Business Case might be prepared in relation to, for example, appraising a number of sites or in relation to assessing a refurbishment against a new build option.
Change Control Procedures	Procedures for controlling changes to the design and construction following the sign-off of the Stage 2 Concept Design and the Final Project Brief .



Common Standards	Publicly available standards frequently used to define project and design management processes in relation to the briefing, designing, constructing, maintaining, operating and use of a building.
Communication Strategy	The strategy that sets out when the project team will meet, how they will communicate effectively and the protocols for issuing information between the various parties, both informally and at Information Exchanges.
Construction Programme	The period in the Project Programme and the Building Contract for the construction of the project, commencing on the site mobilisation date and ending at Practical Completion .
Construction Strategy	A strategy that considers specific aspects of the design that may affect the buildability or logistics of constructing a project, or may affect health and safety aspects. The Construction Strategy comprises items such as craneage, site access and accommodation locations, reviews of the supply chain and sources of materials, and specific buildability items, such as the choice of frame (steel or concrete) or the installation of larger items of plant. On a smaller project, the strategy may be restricted to the location of site cabins and storage, and the ability to transport materials up an existing staircase.
Contractor's Proposals	Proposals presented by a contractor to the client in response to a tender that includes the Employer's Requirements . The Contractor's Proposals may match the Employer's Requirements , although certain aspects may be varied based on value engineered solutions and additional information may be submitted to clarify what is included in the tender. The Contractor's Proposals form an integral component of the Building Contract documentation.
Contractual Tree	A diagram that clarifies the contractual relationship between the client and the parties undertaking the roles required on a project.
Cost Information	All of the project costs, including the cost estimate and life cycle costs where required.
Design Programme	A programme setting out the strategic dates in relation to the design process. It is aligned with the Project Programme but is strategic in its nature, due to the iterative nature of the design process, particularly in the early stages.
Design Queries	Queries relating to the design arising from the site, typically managed using a contractor's in-house request for information (RFI) or technical query (TQ) process.
Design Responsibility Matrix	A matrix that sets out who is responsible for designing each aspect of the project and when. This document sets out the extent of any performance specified design. The Design Responsibility Matrix is created at a strategic level at Stage 1 and fine tuned in response to the Concept Design at the end of Stage 2 in order to ensure that there are no design responsibility ambiguities at Stages 3, 4 and 5.
Employer's Requirements	Proposals prepared by design team members. The level of detail will depend on the stage at which the tender is issued to the contractor. The Employer's Requirements may comprise a mixture of prescriptive elements and descriptive elements to allow the contractor a degree of flexibility in determining the Contractor's Proposals .

Feasibility Studies	Studies undertaken on a given site to test the feasibility of the Initial Project Brief on a specific site or in a specific context and to consider how site-wide issues will be addressed.
Feedback	Feedback from the project team, including the end users, following completion of a building.
Final Project Brief	The Initial Project Brief amended so that it is aligned with the Concept Design and any briefing decisions made during Stage 2. (Both the Concept Design and Initial Project Brief are Information Exchanges at the end of Stage 2.)
Handover Strategy	The strategy for handing over a building, including the requirements for phased handovers, commissioning, training of staff or other factors crucial to the successful occupation of a building. On some projects, the Building Services Research and Information Association (BSRIA) Soft Landings process is used as the basis for formulating the strategy and undertaking a Post-occupancy Evaluation (www.bsria.co.uk/services/design/soft-landings/).
Health and Safety Strategy	The strategy covering all aspects of health and safety on the project, outlining legislative requirements as well as other project initiatives, including the Maintenance and Operational Strategy .
Information Exchange	The formal issue of information for review and sign-off by the client at key stages of the project. The project team may also have additional formal Information Exchanges as well as the many informal exchanges that occur during the iterative design process.
Initial Project Brief	The brief prepared following discussions with the client to ascertain the Project Objectives , the client's Business Case and, in certain instances, in response to site Feasibility Studies .
Maintenance and Operational Strategy	The strategy for the maintenance and operation of a building, including details of any specific plant required to replace components.
Post-occupancy Evaluation	Evaluation undertaken post occupancy to determine whether the Project Outcomes , both subjective and objective, set out in the Final Project Brief have been achieved.
Practical Completion	Practical Completion is a contractual term used in the Building Contract to signify the date on which a project is handed over to the client. The date triggers a number of contractual mechanisms.
Project Budget	The client's budget for the project, which may include the construction cost as well as the cost of certain items required post completion and during the project's operational use.
Project Execution Plan	The Project Execution Plan is produced in collaboration between the project lead and lead designer, with contributions from other designers and members of the project team. The Project Execution Plan sets out the processes and protocols to be used to develop the design. It is sometimes referred to as a project quality plan.



Project Information	Information, including models, documents, specifications, schedules and spreadsheets, issued between parties during each stage and in formal Information Exchanges at the end of each stage.
Project Objectives	The client's key objectives as set out in the Initial Project Brief . The document includes, where appropriate, the employer's Business Case, Sustainability Aspirations or other aspects that may influence the preparation of the brief and, in turn, the Concept Design stage. For example, Feasibility Studies may be required in order to test the Initial Project Brief against a given site, allowing certain high-level briefing issues to be considered before design work commences in earnest.
Project Outcomes	The desired outcomes for the project (for example, in the case of a hospital this might be a reduction in recovery times). The outcomes may include operational aspects and a mixture of subjective and objective criteria.
Project Performance	The performance of the project, determined using Feedback , including about the performance of the project team and the performance of the building against the desired Project Outcomes .
Project Programme	The overall period for the briefing, design, construction and post-completion activities of a project.
Project Roles Table	A table that sets out the roles required on a project as well as defining the stages during which those roles are required and the parties responsible for carrying out the roles.
Project Strategies	<p>The strategies developed in parallel with the Concept Design to support the design and, in certain instances, to respond to the Final Project Brief as it is concluded. These strategies typically include:</p> <ul style="list-style-type: none">– acoustic strategy– fire engineering strategy– Maintenance and Operational Strategy– Sustainability Strategy– building control strategy– Technology Strategy. <p>These strategies are usually prepared in outline at Stage 2 and in detail at Stage 3, with the recommendations absorbed into the Stage 4 outputs and Information Exchanges.</p> <p>The strategies are not typically used for construction purposes because they may contain recommendations or information that contradict the drawn information. The intention is that they should be transferred into the various models or drawn information.</p>
Quality Objectives	The objectives that set out the quality aspects of a project. The objectives may comprise both subjective and objective aspects, although subjective aspects may be subject to a design quality indicator (DQI) benchmark review during the Feedback period.
Research and Development	Project specific research and development responding to the Initial Project Brief or in response to the Concept Design as it is developed.

Risk Assessment	The Risk Assessment considers the various design and other risks on a project and how each risk will be managed and the party responsible for managing each risk.
Schedule of Services	A list of specific services and tasks to be undertaken by a party involved in the project which is incorporated into their professional services contract.
Site Information	Specific Project Information in the form of specialist surveys or reports relating to the project or site specific context.
Strategic Brief	The brief prepared to enable the Strategic Definition of the project. Strategic considerations might include considering different sites, whether to extend, refurbish or build new and the key Project Outcomes as well as initial considerations for the Project Programme and assembling the project team.
Sustainability Aspirations	<p>The client's aspirations for sustainability, which may include additional objectives, measures or specific levels of performance in relation to international standards, as well as details of specific demands in relation to operational or facilities management issues.</p> <p>The Sustainability Strategy will be prepared in response to the Sustainability Aspirations and will include specific additional items, such as an energy plan and ecology plan and the design life of the building, as appropriate.</p>
Sustainability Strategy	The strategy for delivering the Sustainability Aspirations .
Technology Strategy	<p>The strategy established at the outset of a project that sets out technologies, including Building Information Modelling (BIM) and any supporting processes, and the specific software packages that each member of the project team will use. Any interoperability issues can then be addressed before the design phases commence.</p> <p>This strategy also considers how information is to be communicated (by email, file transfer protocol (FTP) site or using a managed third party common data environment) as well as the file formats in which information will be provided. The Project Execution Plan records agreements made.</p>
Work in Progress	Work in Progress is ongoing design work that is issued between designers to facilitate the iterative coordination of each designer's output. Work issued as Work in Progress is signed off by the internal design processes of each designer and is checked and coordinated by the lead designer.



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Feedback

The RIBA Plan of Work 2013 cannot foresee or address every issue that might arise and it is anticipated that early revisions may be required. Your feedback, queries and comments would therefore be greatly appreciated and should be sent to practice@riba.org, or you can provide feedback using the electronic version via www.ribaplanofwork.com.



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The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

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	0	1	2	3	4	5	6	7
Stages								
Tasks	Strategic Definition	Preparation and Brief	Concept Design	Developed Design	Technical Design	Construction	Handover and Close Out	In Use
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives , including Quality Objectives and Project Outcomes , Sustainability Aspirations , Project Budget , other parameters or constraints and develop Initial Project Brief . Undertake Feasibility Studies and review of Site Information .	Prepare Concept Design , including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme . Agree alterations to brief and issue Final Project Brief .	Prepare Developed Design , including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme .	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme .	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract .	Undertake In Use services in accordance with Schedule of Services .
Procurement *Variable task bar	Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	<p>The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract. A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.</p>			Administration of Building Contract , including regular site inspections and review of progress.	Conclude administration of Building Contract .	
Programme *Variable task bar	Establish Project Programme .	Review Project Programme .	Review Project Programme .	<p>The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.</p>				
(Town) Planning *Variable task bar	Pre-application discussions.	Pre-application discussions.	<p>Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.</p>					
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments . Agree Schedule of Services , Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments . Undertake third party consultations as required and any Research and Development aspects. Review and update Project Execution Plan . Consider Construction Strategy , including offsite fabrication, and develop Health and Safety Strategy .	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments . Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan , including Change Control Procedures . Review and update Construction and Health and Safety Strategies .	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments . Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan . Review Construction Strategy , including sequencing, and update Health and Safety Strategy .	Review and update Sustainability Strategy and implement Handover Strategy , including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing compilation of 'As-constructed' Information . Update Construction and Health and Safety Strategies .	Carry out activities listed in Handover Strategy including Handover Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation , review of Project Performance , Project Outcomes and Research and Development aspects. Updating of Project Information , as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	Sustainability Checkpoint – 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint – 3	Sustainability Checkpoint – 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint – 7
Information Exchanges (at stage completion)	Strategic Brief .	Initial Project Brief .	Concept Design including outline structural and building services design, associated Project Strategies , preliminary Cost Information and Final Project Brief .	Developed Design , including the coordinated architectural, structural and building services design and updated Cost Information .	Completed Technical Design of the project.	'As-constructed' Information .	Updated 'As-constructed' Information .	'As-constructed' Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

*Variable task bar – in creating a bespoke project or practice specific RIBA Plan of Work 2013 via www.ribaplanofwork.com a specific bar is selected from a number of options.

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