RIBA
Architecture.com

Working with an architect for your development

BEFORE

AFTER

Working with an architect

Getting value out of the development process is a challenge, particularly if you are a first time or fairly new developer. Appointing an architect from an early stage is central to optimising the asset and creating value. They apply impartial and creative thinking whether you are planning a new build, or adapting or expanding an existing property.

This booklet outlines how and where your architect can help, from the early stage scenario of 'what do you think I should do?', through to 'how do I deliver it?' and 'what have we learned to achieve greater value on the next project?'

If you need help with finding an architect that is right for your project, the RIBA Client Services team can help.

'Doing more upfront will reduce wasted money later.'

Nick Meurice gbpartnerships

Finding solutions

Architects are problem solvers and can develop solutions and efficiencies before and during construction.

Architects will work to understand your needs and support your strategic decision making. From an early stage your architect can assess the site, set out the options, carry out feasibility studies and help you develop the strategic brief into the project brief.

They will assess the best ways to achieve your aspirations and will present options to you and your stakeholders, enabling you to decide on the best route forward.

An architect will work to understand your business and ensure you maximise your investment.

'Value is generated on drawing boards not on site.'

Paul Morrell OBE
Former Chief Construction Adviser to Government

Taking the lead

Architects add value, whether it comes from designing a product that is attractive to the market, changing use, improving functionality, increasing capacity or making a scheme more buildable.

They will develop solutions and propose ways to reduce cost.

Architects can set up and lead the design team to consult with community, help achieve planning consent and complete the project more effectively and efficiently.

‘The architect, client and contractor working together from an early stage will help to ensure an excellent product.’

Steve Clow
Hampshire County Council Property Services

Optimise the asset

'Whilst the cost of development was higher, the capital values are above the market.'

Adrian Bohr Linden Homes

‘Don’t underestimate the power of architecture as a marketing tool.’

James Heather Argent

Choosing an architect

RIBA accredited Chartered Practices adhere to strict criteria covering insurance, health and safety and quality management systems.

Find an Architect

Our online directory can help you create a shortlist from over 3,000 RIBA Chartered Practices and 40,000 projects.

www.architecture.com/findanarchitect

Referrals Service

Alternatively we will create a shortlist of Chartered Practices with the right skills and experience on your behalf. We only suggest accredited firms, who meet the RIBA's stringent standards of quality and service.

The service is confidential and provided free of charge.

020 7307 3700
clientservices@riba.org

RIBA Client Advisers

These experienced architects can provide independent advice at any stage of the project. Working with your project team they can help select the right architect, draw up a business case, prepare the project brief, set up and lead the project team or manage the procurement on your behalf.

www.architecture.com/findanarchitect/RIBAClientAdvisers

RIBA Competitions Service

An architectural competition or competitive interview can be a successful procurement model that helps you select a design team or design. Competitions can help drive up quality, stimulate creativity and innovation and generate a range of ideas improving choice.

The RIBA's dedicated competitions team provides a bespoke competition management service that is fair, transparent and well-structured with a proven track record of success.

www.architecture.com/RIBA/competitions

Consultation Matters

The RIBA now offers community and stakeholder consultation and engagement services to clients, through **Consultation Matters**.

Consultation Matters consults with residents, businesses, stakeholders, and other interest groups at an early stage in a project.

Our aim is to promote and provide information about emerging plans and proposals and to gather feedback to identify any potential conflicts that need resolving through the design process.

info@consultationmatters.org

The Process

The RIBA's 'Plan of Work 2013' sets out the key stages of a construction project from conception to completion.

www.ribaplanofwork.com

You can commission an architect for any of the stages you need for your project.

RIBA
Plan of
Work
2013

Stage 0

Strategic Definition

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.

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.

Preparation and Brief

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.

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.

Concept Design

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.

Stage 2 maps exactly to the former Stage C.

Developed Design

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.

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.

Technical Design

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.

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.

Construction

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.

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

Stage 6

Handover and Close Out

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.

Stage 6 maps broadly to the former Stage L services.

Stage 7

In Use

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.

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.

Agreements

The RIBA has developed a Standard Agreement which protects both parties.

You can purchase a range of flexible appointment agreements and building contracts from **www.ribabookshops.com/agreements**

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With thanks to the following RIBA award winning architects

8 **Alison Brooks** Newhall Be © Paul Riddle
19 **Amin Taha Architects** Golden Lane © Timothy Soar
9 **David Morley Architects** The Hurlingham Club Outdoor Pool © Jaroslaw Wieczorkiewicz
8 **David Sheppard Architects** Browns Dental Practice © Joakim Boren
Back Cover **DSDHA** Alex Monroe Studio © Dennis Gilbert
9 **Duggan Morris Architects** Fitzroy Street and Maple Place © Kilian O'Sullivan
5 **Featherstone Young** Dellow Day Centre © Tim Brotherton
8 **Fletcher Priest Architects** Tyneside Cinema © Sally-Ann Norman
8 **Hawkins/Brown and Studio Egret West** Park Hill © Peter Bennett
7 **HTA Design** Officer's Field © Jonathan Gooding
2 / 9 **Long & Kentish Architects** Porthmeor Artists' Studios and Fishermen's Cellars © Graham Gaunt / Chris Hibbert
9 **McGonigle McGrath** (formerly **Twenty Two Over Seven**) Kevin Kahan Salon © Big Glass Eye
9 **MJP Architects** Maggie's Cheltenham © Peter Durant
14 **Stanton Williams** Bourne Hill Offices
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