



Project Management Office HandBook

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RIBA OVERVIEW

The RIBA Plan of Work is a matrix produced by the Royal Institute of British Architects (RIBA) in which roles, stages, and activities are foreseen in all the phases of a construction project. Its first version dates from 1963 although this plan has evolved through the years – the latest version dates from 2013 and is the one LSHTM uses as a standard and common base of understanding when implementing any large complex Estates project.

On any Strategic Estates Project developed by the PMO – the RIBA Plan of Work is the underlying framework defining the project lifecycle. It constitutes a framework that clearly identifies a standard vision for the management of design and construction projects. It comprises different work stages that define types of activities, designated payment stages, and team members' responsibilities.

This working plan reflects up-to-date regulatory requirements as well as the industry and government regulations according to the British Standards.



Zero stage, Strategic Definition, is where 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. When moving to Preparation and Brief, the idea is that in this stage the PM and project team can develop project objectives including quality objectives and project outcomes, sustainability aspirations, project budget, other parameters or constraints and develop the Initial Project Brief. It is also the stage where feasibility studies and review of site information is undertaken.

During the **first stage**, Preparation and Brief, the team should ensure that the concept design is finalised, including outline proposals for structural design, building services systems, outline specifications, and preliminary cost information along with relevant project strategies in accordance with the Design Programme. It is also the time to continue and agree on alterations to the brief and to issue the Final Project Brief.

Stage two, Concept Design, refers to the finalisation of a more detailed plan. In this stage it is expected that the developed design will be finalised, including coordinated and updated proposals for structural design, building services systems, outline specifications, cost information, and project strategies in accordance with the design programme.

Moving forward to **stage three**, Develop Design, - this is where it is expected that the finalised technical design will be delivered. The technical design should be prepared in accordance with the Design Responsibility Matrix and Project Strategies and should include all architectural, structural and building services information, specialist subcontractor designs, and specifications, in accordance with the design programme.

After **stage four**, Technical Design completion, and all formalities approved and validated, **stage five**, Construction itself, can start. At this point, off-site manufacturing and on-site construction will begin in accordance with the construction programme. The project manager and team will work to resolve design queries/issues as they arise.

The **sixth stage** refers to the Handover and Closeout of the project, when the construction project is finalised and delivered. In this **final stage**, some core activities should take place such as post-occupancy evaluation and review of project performance as well as new duties that can be undertaken during stage seven, the In-Use period of a building.

On the following pages, you can see the RIBA macro plan with all stages foreseen as well as specific activities that should be taken into consideration. Besides the core objectives of each stage, there are foreseen procurement, programme, planning and support tasks. This plan should complement the management of all Estates projects, providing detail on mandatory procedures according to the British Construction Standards.



RIBA Plan of Work 2020

Stage Boundaries:

Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the **Project Programme** for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.

Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Planning Note:

Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See *Overview guidance*.

Procurement:

The RIBA Plan of Work is procurement neutral – See *Overview guidance* for a detailed description of how each stage might be adjusted to accommodate the requirements of the **Procurement Strategy**.

ER Employer's Requirements

CP Contractor's Proposals

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

	0	1	2
	Strategic Definition	Preparation and Briefing	Concept Design
	← Projects span from Stage 1 to Stage 6; the		
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed If the outcome determines that a building is the best means of achieving the Client Requirements , the client proceeds to Stage 1	Project Brief approved by the client and confirmed that it can be accommodated on the site	Architectural Concept approved by the client and aligned to the Project Brief The brief remains "live" during Stage 2 and is derogated in response to the Architectural Concept
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals No design team required for Stages 0 and 1. Client advisers may be appointed to the client team to provide strategic advice and design thinking before Stage 2 commences.	Prepare Project Brief including Project Outcomes and Sustainability Outcomes , Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan , Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme
Core Statutory Processes during the stage:	Strategic appraisal of Planning considerations Planning Building Regulations Health and Safety (CDM)	Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information	Obtain pre-application Planning Advice Agree route to Building Regulations compliance Option: submit outline Planning Application
Procurement Route Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led	Appoint client team	Appoint design team	ER Appoint contractor ER
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Derogations Signed off Stage Report Project Strategies Outline Specification Cost Plan

3	4	5	6	7
Spatial Coordination	Technical Design	Manufacturing and Construction	Handover	Use
outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building. →				
Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed Stage 4 will overlap with Stage 5 on most projects	Manufacturing, construction and Commissioning completed There is no design work in Stage 5 other than responding to Site Queries	Building handed over, Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently Stage 7 starts concurrently with Stage 6 and lasts for the life of the building
Undertake Design Studies, Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan, Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme Specialist subcontractor designs are prepared and reviewed during Stage 4	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual Building handover tasks bridge Stages 5 and 6 as set out in the Plan for Use Strategy	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Undertake seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes Adaptation of a building (at the end of its useful life) triggers a new Stage 0
Review design against Building Regulations Prepare and submit Planning Application See Planning Note for guidance on submitting a Planning Application earlier than at end of Stage 3	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
	Tender ER CP Appoint contractor			Appoint Facilities Management and Asset Management teams, and strategic advisers as needed
Pre-contract services agreement	CP Appoint contractor			
Preferred bidder	CP Appoint contractor			
Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information If Verified Construction Information is required, verification tasks must be defined	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary

Further guidance and detailed stage descriptions are included in the *RIBA Plan of Work 2020 Overview*.

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