RIBA
Small Project Plan of Work

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Foreword

In 2013 the RIBA published a major overhaul to the RIBA Plan of Work to help our members respond to the technical and procedural developments taking place within practice. The new 8 stages are now prevalent right across the construction industry enabling closer working between members of the project team. However the previous version – mostly unchanged for 50 years – can still resonate with architects working for new clients on small, traditionally procured projects. The RIBA Small Project Plan of Work provides a more straightforward guide for these architects and clients while retaining the significant progress made towards innovation and digital working that drove much of the 2013 review. As a former chair of the RIBA Small Practice Group I am particularly pleased that we have been able to develop the RIBA Small Project Plan of Work for use by a great number of our members.

Jane Duncan
RIBA President 2015-17

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 Small Project Plan of Work

Introduction

The RIBA Plan of Work organises the process of briefing, designing, constructing, maintaining, operating and using building projects into 8 stages. It details the tasks and outputs required at each stage. The 2013 edition recognised key technical and procedural developments within the wider construction industry. The RIBA has now developed a simplified version for architects and their clients working on small traditionally procured projects to better enable process discussions throughout a project.

The RIBA still recommends the use of a bespoke plan of work (from www.ribaplanofwork.com) for architects to use with the rest of the project team in conjunction with this simplified version as this will include further tasks and processes (e.g. Project Strategies and Sustainability Checkpoints) that are becoming of increasing importance, even on smaller projects, though they are likely to be much less onerous to manage at this project scale.

The Small Project Plan of Work provides an overview of the stage tasks on a small project using a traditional procurement route. It includes the regulatory tasks including those for planning, building control and health and safety i.e. CDM 2015.

In the RIBA Small Project Plan of Work *[Italic]* text represents guidance in the template and **Bold** text represents key RIBA Plan of Work terms that can be found in the Glossary.

Task bars

Core Objectives:

The Core Objectives task bar is the same as that in the RIBA Plan of Work 2013. It outlines the tasks necessary for every project, though it is important to recognise that the complexity to which each of the written documents are developed at each stage should be proportional to the projects' size. It is anticipated that many of these will be just a short list of bullet points, (e.g. the **Sustainability Aspirations** and desired **Project Outcomes**) or short documents that may be added to the **Final Project Brief** and updated though out the project (e.g. **Project Strategies**).

Sustainability Checkpoints:

The Sustainability Checkpoints have been added to the Core Objectives task bar in the RIBA Small Project Plan of Work to help small practices continue to take a leadership role in sustainable design. The RIBA Plan of Work 2013 sets out the key sustainability tasks in a separate task bar that can be explored in detail on www.ribaplanofwork.com. Many of these tasks will be relevant even on a small project, and it is expected that small projects will continue to rely on the complete RIBA Plan of Work in conjunction with this simplified version.

Procurement:

The RIBA Small Project Plan of Work has been set to Traditional Procurement, where the tendering activities for the **Building Contract**, take place towards the end of Stage 4. There is further detail in this document on the procurement of **Health and Safety** roles, as the new Health and Safety regulations (CDM 2015) now require a **Principal Designer** and **Principal Contractor** on projects that will have more than one **Contractor** on site. For small projects it is expected that these roles will be undertaken by the Architect (**Designer**) and **Contractor**.

Planning Consent, Building Regulations and Health and Safety (CDM):

This task bar sets out the key regulatory requirements that must be followed to ensure compliance with UK planning, building regulations and health and safety legislation. These all include tasks that are more complex than this document can include. It is essential that the architect, client and contractor know their responsibilities and work together to achieve a smooth running project that meets the needs of the client and the important requirements our society imposes.

Level of Detail:

The core deliverables of each stage that can be used to sign off the stage are included in this task bar. Stages 2 – 6 require information to be completed at a relevant level of detail, which is suggested as a scale, e.g. 1:100. The level of detail required at each stage should be agreed in Stage 1. On projects where BIM is being used and a model is an agreed deliverable, the appropriate level of detail at each stage should be set out in a shared format such as the NBS BIM Toolkit: https://toolkit.thenbs.com.

On many small projects it is likely that Stage 0 will be a short stage, generally focusing on the clients financial **Business Case** for the project as it is likely that the site has already been selected. Stage 1 will test feasibility studies and concentrate on the appointments and briefing documents. **Concept Design** work should only begin in Stage 2 once the **Initial Project Brief** has been agreed. This becomes the **Final Project Brief** when it has been tested by the agreed **Concept Design**.

The **Planning** application is a key deliverable during Stage 3, however the stage can only be completed once the Design Team have provided key information for the Lead Designer to coordinate the design. If the client agrees to the potential risks of submitting a planning application before the coordination activities, this work must be done before Stage 4 begins.

The Contract Administrator certifies **Practical Completion** when all the works described in the **Building Contract** have been completed; this marks the end of Stage 5, the Client is then free to take over the building.

Stage 6 generally ends at the completion of the **Defects Fixing Period**, which is usually 6 or 12 months from **Practical Completion**). Any **Feedback** activities such as monitoring of the building, its services and users during the **Defects Fixing Period** for fine-tuning purposes should be included in the schedules of services at Stage 6 as part of the architect's/ other designer's appointment. More detailed **Post-occupancy Evaluation** services may be included in Stage 7, and these may require a separate appointment.

Roles

As part of the development of the RIBA Plan of Work 2013, it was necessary to redefine the core roles that are contained in the RIBA Contract documents. The list below has been adapted to better meet the needs of small projects:

— client
— architect/lead designer
— building services engineer
— civil and structural engineer
— cost consultant
— contractor
— contract administrator (often the architect)
— principal designer (often the architect).

In addition to these core roles, specialist input may be required in relation to design or information management, architectural technology, access and inclusive design, sustainability, landscaping, planning, fire engineering, external lighting, acoustics, interior design, catering or other specialist and support roles.

Glossary

The following glossary explains the **Bold** terms that are used in the RIBA Small Project Plan of Work. Further terms are listed in the RIBA Plan of Work 2013 (www.ribaplanofwork.com). Defining certain terms has been necessary to clarify the intent of a term, to provide additional insight and to ensure consistency in the interpretation of the RIBA Plan of Work.

'As-constructed' Information	Information produced at the end of a project for the Client's use. 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.
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.
Client	Under **Health and Safety** legislation CDM 2015 the **Client** is an organisation or individual for whom a construction project is carried out. **Commercial Clients** are organisation or individual that have construction work carried out as part of a business. **Domestic Clients** are people who have construction work carried out on their own home (or the home of a family member) that is not done as part of a business. **Commercial Clients** must make suitable arrangements for managing a project including appointing the other duty holders (i.e. **Designer, Contractor, Principal Designer** and **Principal Contractor**) and ensuring sufficient time and resources are allocated. They must make sure relevant information is prepared and provided to other duty holders and that the **Principal Designer** and **Principal Contractor** carry out their duties. They must also ensure that welfare facilities are provided. The only responsibility a **Domestic Client** has under CDM 2015 is to appoint a **Principal Designer,** and a **Principal Contractor** when there is more than one **Contractor**. However, if a **Domestic Client** does not do this, (as is common practice) the duties are automatically transferred to the **Contractor** or **Principal Contractor**. If there is already have a relationship with the **Designer** before the work starts, the **Designer** can take on the client duties, provided there is a written agreement between the parties to do so.
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**.

Contractor	Under **Health and Safety** legislation CDM 2015, the **Contractor** is an individual or a company who carries out the actual construction work. They plan, manage and monitor construction work under their control so it is carried out without risks to **Health and Safety**. For projects involving more than one **Contractor**, they coordinate their activities with others in the project team – in particular, to comply with directions given to them by the **Principal Designer** or **Principal Contractor**. For single **Contractor** projects, they prepare the construction phase plan.
Cost Information	All of the project costs, including the cost estimate and life cycle costs where required.
Defects Fixing Period	Generally a 6 or 12 month period following **Practical Completion** in which the Client reports any defects to the Contract Administrator who may issue instructions to the Contractor to make good the defects within reasonable time. At the end of the **Defects Fixing Period** the final account of the **Building Contact** should be settled.
Designer	Under **Health and Safety** legislation CDM 2015 the **Designer** is an organisation or individual who as part of a business, prepares or modifies designs for a building, product or system relating to construction work. When preparing or modifying designs, they eliminate, reduce or control foreseeable risks that may arise during construction, maintenance and use of a building once it is built. They provide information to other members of the project team to help them fulfil their duties.
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.
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. The performance of the project can be determined using **Feedback**, including about the performance of the project team and the performance of the building against the desired **Project Outcomes**. **Post occupancy Evaluation** services may also be included.
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.)
Health and Safety	All projects are subject to **Health and Safety** legislation set by the Health and Safety Executive. (HSE)The latest regulations 'Construction Design Management (CDM) 2015' place new responsibilities on the **Client**. For further information on the key roles see HSE CDM 2015 Summary (www.hse.gov.uk/construction/cdm/2015/summary.htm) and HSE Need building work done? (www.hse.gov.uk/pubns/indg411.htm).
Health and Safety File	The **Health and Safety File** must contain all the project information that may be relevant to any subsequent work for the building, as **Pre-Construction Information**. It is intended to be used by the building's owner or operator after handover, or passed on to any subsequent owners.

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**.
Planning	**Planning** is the process of managing the development of land and buildings. The Government has published a Plain English guide to the Planning System (https://www.gov.uk/government/publications/plain-english-guide-to-the-planning-system). See the Planning Practice Guidance website (http://planningguidance.communities.gov.uk/) for further detail on the process, your responsibilities, pre-**Planning** application discussions, **Planning** application, **Planning Conditions** and more information.
Planning Conditions	Local Authorities sometimes impose conditions to **Planning** Consent, these often require additional approvals pre, during or after Construction or may impose restrictions In Use e.g. limited opening hours.
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 including the **Defects Fixing Period**.
Pre-Construction Information	**Pre-Construction Information** is generally made up of Site Information, the **Final Project Brief** and the pre-existing **Health and Safety File**.
Principal Contractor	Under **Health and Safety** legislation CDM 2015 the **Principal Contractor** is a **Contractor** appointed by the client to coordinate the construction phase of a project where it involves more than one **Contractor**. They plan, manage, monitor and coordinate health and safety in the construction phase of a project. This includes liaising with the client and **Principal Designer**, preparing the construction phase plan, organising cooperation between contractors and coordinating their work. They make sure suitable site inductions are provided, reasonable steps are taken to prevent unauthorised access, workers are consulted and engaged in securing their **Health and Safety** welfare facilities are provided.
Principal Designer	Under **Health and Safety** legislation CDM 2015 the **Principal Designer** is a **Designer** appointed by the client in projects involving more than one **Contractor**. They can be an organisation or an individual with sufficient knowledge, experience and ability to carry out the role. They plan, manage, monitor and coordinate health and safety in the pre-construction phase of a project. This includes identifying, eliminating or controlling foreseeable risks, and ensuring designers carry out their duties. They prepare and provide relevant information to other duty holders and liaise with the **Principal Contractor** to help in the planning, management, monitoring and coordination of the construction phase. The **Principal Designer** is responsible for collating and handing over the **Health and Safety File**.
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 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 new family house this might be: 'spending more time together' or 'living a clutter free home-life'). The outcomes may include operational aspects and a mixture of subjective and objective criteria.
Project Programme	The overall period for the briefing, design, construction and post-completion activities of a project.
Project Strategies	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 may include: — acoustics — building control — Construction — fire engineering — handover — health and safety — maintenance and operational — sustainability — technology. These strategies are usually prepared in outline at Stage 2 and in detail at Stage 3, with the recommendations absorbed into the Stage 4 Information Exchanges.
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.
Specification	A **Specification** is a written description of the required quality of a project. It is a document to be read in conjunction with the Technical Design.
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	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. A 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.

Credits

The RIBA Small Project Plan of Work was developed by:
Alex Tait, RIBA Practice Department
Ian Davies, Consultant Architect and Party Wall Surveyor
Dale Sinclair, AECOM and the Editor of the RIBA Plan of Work 2013
The RIBA Small Practice Group
The RIBA Regulations and Standards Group
The RIBA Practice and Profession Committee

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Feedback

The RIBA Small Project Plan of Work cannot foresee or address every issue that might arise. 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 of the RIBA Plan of Work via www.ribaplanofwork.com.

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The RIBA Plan of Work organises the process of briefing, designing, constructing, maintaining, operating and using building projects into 8 stages.

The RIBA Small Project Plan of Work has been published to enable closer working between clients and architects and to suggest the key tasks for small projects. It should be used in conjunction with the RIBA Plan of Work 2013 to organise project tasks, as many tasks are left out of this document to keep it as simple as possible.

The **Sustainability Checkpoints**, that provide sustainable design tasks relevant at all project scales, and further information on **Project Strategies** can be found at www.ribaplanofwork.com.

The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

Stages / Tasks	0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Closeout	7 In Use
Core Objectives	Identify client's **Business Case** and **Strategic Brief** and other core project requirements. *[Sustainability Checkpoint – 0]*	Develop **Project Objectives, Project Outcomes, Sustainability Aspirations, Project Budget**, other parameters or constraints and develop **Initial Project Brief**. Undertake **Feasibility Studies** and review of **Site Information**. *[Sustainability Checkpoint – 1]*	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**. *[Sustainability Checkpoint – 2]*	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**. *[Sustainability Checkpoint – 3]*	Prepare Technical Design in accordance with **Project Strategies** to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with **Design Programme**. *[Sustainability Checkpoint – 4]*	Offsite manufacturing and onsite Construction in accordance with the **Construction Programme** and resolution of **Design Queries** from site as they arise. *[Sustainability Checkpoint – 5]*	Handover of building and conclusion of **Building Contract**. *[Sustainability Checkpoint – 6]*	Undertake In Use services in accordance with **Schedule of Services**. *[Sustainability Checkpoint – 7]*
Procurement Professional services and building contracts based on a traditional procurement route	Initial considerations for assembling the project team.	Agree **Schedule of Services**. Appoint design team including **Principal Designer**.			Issue **Technical Design** for tender. Tenders assessed and **Building Contract** awarded including appointing **Principal Contractor**. Specialist sub-contractor Stage 4 information reviewed post award.	Administer **Building Contract** to **Practical Completion**, including regular site inspections and review of progress.	Conclude administration of **Building Contract**.	Maintain relationship with Client, offer additional In Use services as appointed.
Planning Consent, Building Regulations and Health and Safety (CDM) Overview of regulatory requirements.		Conduct initial pre-**Planning** application discussions, *[if required to determine the suitability of **Feasibility Studies**]*. inform **Client** of their regulatory responsibilities including **Health and Safety**.	Collate **Pre-Construction Information**. Conduct pre-**Planning** application discussions. Submit outline planning applications. *[Detailed planning applications should be made only where to meet specific client need, the associated risks should be included in the Stage sign-off].*	Submit **Planning** application. Undertake third party consultations as required. *[Detailed planning applications should only be made prior to the design coordination activities if approved by the client. The design coordination activities should be concluded prior to stage 3 completion].*	Review **Planning Conditions** following granting of consent. Discharge pre-Construction **Planning Conditions** as required and others where possible. Prepare and submit **Building Regulations** submission and any other third party submissions requiring consent.	Collate **Health and Safety File**. **Contractor** to comply with any construction-specific **Planning Conditions**.	Comply with pre-occupancy **Planning Conditions**. Advise **Client** of need to comply with in-use **Planning Conditions**.	
Information Exchanges Generally at stage completion	**Strategic Brief.**	**Initial Project Brief.**	Concept Design including outline structural and building services design, 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** including **Health and Safety File** *[at begining of stage]*. **Feedback** reports.	
Level of Detail Suggested level of detail for design and level of information for specification *[If using BIM the model will be a deliverable.]*			1:1250 Location Plan. 1:500 Site Plan. 1:100 Plans, Sections and Elevations.	1:1250 Location Plan. 1:500 Site Plan. 1:100 Plans, Sections and Elevations. 1:50 Sketch Details. Outline **Specification**.	1:500 Block Plan. 1:100 Site plan including drainage, external works, etc. 1:50 Plans, Sections and Elevations. 1:20 Detailed plans and sections. 1:10/1:5/Full Size component details Door/Window/Finishes and other Schedules. Detailed **Specification**.		1:100 Site plan including drainage, external works, etc. 1:50 Plans, Sections and Elevations. Detailed Specification. Structural, building services and specialist subcontractor information *[as appropriate if not incorporated onto the architects information].*	

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