

	RIBA STAGE 0	RIBA STAGE 1	RIBA STAGE 2	RIBA STAGE 3	RIBA STAGE 4	RIBA STAGE 5	RIBA STAGE 6	RIBA STAGE 7
	DEVELOPMENT MANAGEMENT							
	PROJECT MANAGEMENT				CONSTRUCTION MANAGEMENT			
OUR APPROACH AT EACH STAGE	00	01	02	03	04	05	06	07
	STRATEGIC DEFINITION	PREPARATION AND BRIEF	CONCEPT DESIGN	DEVELOPED DESIGN	TECHNICAL DESIGN	CONSTRUCTION	HANDOVER AND CLOSE OUT	IN USE
WHAT IS HAPPENING?	This is the start of the project where we determine the brief and what we want to achieve.	We set the brief and start the planning on how we will deliver to the Client objectives.	The initial design is agreed and a concept design created by the lead designer.	At this stage the design is ready for submission for planning consent.	The design is developed further to include technical design to a stage where construction procurement can take place.	With a contractor appointed the project can start the delivery stage.	Construction is now complete and the project is handed over - this is where the building is ready for occupation.	With the building in-use management services are in place with maintenance schedules agreed and in performance.
WHAT WE DO	We work closely with the client to develop the project strategy - this can include viability assessments and acquisition. Once the client's Business Case and Strategic Brief are clear, we set about recording this and ensuring we devise a plan to deliver to these requirements.	We 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	We work with the design team to 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.	We manage the submission of the scheme for planning consent and liaise with the local authority and enter a planning agreement if required. We prepare an updated Project Cost Plan and update the Project Strategy in accordance with current Design Information and Programme. We submit for planning and manage Stakeholder requirements.  We continue to update the Project Cost Plan as the design develops and implement Value Engineering and Value Added where possible.	We manage the preparation of the Stage 4 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.  We start the procurement stage and analyse the market to determine the best procurement route for the project.  We interview and pre-qualify the Construction Supply Chain to shortlist contractors suited to the works.	Once the contract is let and possession given to the Contractor we chair and manage the monthly progress meetings and administer the contract where we are appointed as Contract Administrator. We oversee the timely delivery of design information to the Contractor, monitor and implement the communications strategy (management of the flow of information). We oversee the management of RFIs and AI's, monitor quality, sustainability, health and safety and building regulations compliance.  We oversee cost and ensure systems are in place to manage cost overruns or variations.	We manage the handover process and encourage a 'soft landings' approach. We complete the conclusion of the Building Contract. We manage Practical Completion and handover of possession of the site.	Oversee the implementation of the Building Maintenance and Operation Plan.
HOW WE DO IT	We produce a Business Case and Strategic Brief for agreement with the Client. We provide a full early stage risk analysis and set out various options to manage risk and provide the best outcome. We look at assembling the right design stage team at the right time. This can include initial team appointments required only to deliver planning consent to limit the Client's risk and provide a "risk gate". The planning risk gate means once planning is achieved the Client can consider options to sell on or build out.	We prepare the Project Objectives including outcomes, quality, sustainability, initial project budget and identify abnormalities - items that may increase the cost of delivery. We help the Client choose the initial team and produce and issue Scopes of Service and Appointment Documents. We plan when each team member will be appointed to ensure efficiency and cost are considered. We produce a Roles and Responsibility Matrix to identify team members roles and outputs. We undertake site surveys as necessary and issue updated feasibility information including expected costs to complete.	From a risk management point of view this is an important stage and we work closely with the Client and design team to ensure a concept design is produced within a set time period sufficient for submitting for planning consent. We agree all costs for this stage and ensure a cut-off is in place to limit expenditure and risk to the Client.  We focus on buildability issues to ensure the concept design is buildable within the programme and cost strategy.  We develop the full planning consent requirements and plan the management of the submission and planning agreements with the local authority.  We develop the s.106 strategy to help Clients determine criteria for a viable consent.  We plan the Stakeholder Management Strategy.  We plan the Procurement Strategy and provide advice and guidance on market conditions and the most viable and risk averse approach to procuring construction services. We shortlist contractors for tendering.	We manage the planning management agreement with the local authority and oversee the provision of information from the design team.  We implement the Stakeholder Management Strategy and oversee the communications protocols with local and external stakeholders.  We engage with the Construction Supply Chain to inform the Project Cost Plan and develop strategies for value engineering and Value Added.	We complete a pre qualification process to determine the final shortlist of contractors. We prepare the tender documents for the Procurement route chosen and engage with contractors on the shortlist and manage the flow of information. We issue the tender documents (as one or two stage, or negotiated) and prepare a report for the Client on responses.  We engage with the preferred contractor to reach agreement in principal on cost, programme and contract and appoint the contractor once this is agreed.  We undertake a final pre-procurement risk analysis with the Client.  We produce a full set of draft Contract Documents including Employers Requirements (ERs) and NBS Specifications.  Once a viable planning consent is in place we migrate any relevant planning obligations, restrictions or conditions to the contractor (where relevant) and prepare the final contract documents including any amendments.  We issue the Contract Documents and let the contract.	We manage the Administration of the Building Contract, including regular site inspections and review of progress. We liaise closely with the PQS to ensure costs are managed in line with the Contract Sum and monitor variations for time and cost implications. We chair the Progress Meetings and resolve any issue with design information flow, communications, requests for information, architects instructions, or the management of variations. We monitor the programme and issue alerts where progress is inhibited. We implement Value Engineering agreed items and monitor progress against any PC Sums or Contractors Design Portion (CDP) where a Standard JCT is in use. We monitor quality and instruct defect corrections and oversee that design intent is maintained and the building is constructed according to the contract documents and ER's/NBS. We monitor CDM managed by the Lead Designer. We oversee and monitor Health, Safety and Environment Best Practice on site along with Considerate Constructors. We resolve any disputes or disagreements between the Contractor, Client and/or Design Team. We manage all notices issues under the contract.	We ensure Operations and Maintenance Manuals, As Built Design DWGs, CDPs, Warranties, H&S File etc. are in place and compliant with the contract. We ensure staff training for the building operator has taken place. We assist in the management and delivery of any sales and marketing processes including access days and launch days. We assist the PSQ in determining and agreeing the final account. We oversee and administer any claims for extension of time, extended costs (prelims) and disputed variation items or other disagreement. We administer and apply any damages clauses in consultation with the PQS that have occurred or agree a resolution between the Client and Contractor. We finalise the legal handover of building and legal conclusion of the Building Contract.  We produce a Final Project Report for the Client and the Project Team on the performance of the project against Project Objectives and we record any deviations and lessons learned.	With the building(s) now occupied we ensure the management and maintenance team has been instructed in the use of the building. We put in place a system to ensure defects are monitored and reported for the defects period. We oversee the provision of a buyer call-out service and response regime if required. We ensure a full record for the building is in place including O&Ms, As-Built H&S File and Warranties etc. We ensure the Client has a full suite of information for the maintenance and operation of the building(s).
OUTPUTS	Acquisition Advice and Execution. Viability Assessment. Cost Projection. Business Case. Strategic Brief. Funding Strategy. Funding Structures.	Project Objectives. Risk Assessment Risk Gates. Point of No Return Analysis. Options for Development. Design Team Selection. Mission Specific Appointments. Roles and Responsibilities.	Defined agreement to Stage 3 planning consent. Design Programme. Limited costs and risk. Final Project Brief in place. Cost Plan maturing. Planning Risks Identified. Stakeholder Risk Identified. Market Risks Identified.	Project Cost Plan Project Strategy Construction Programme Risk Analysis. Market Risk Analysis.	Final Cost Plan Contract Sum Contingency Contract Terms Programme Handover Strategy Risk Analysis Risk Mitigation	Executed Construction Contract. Contract Administrator in place. Construction underway. Risk Transferred.	Completed Building(s) O&M Manuals Health and Safety File As Built DWGs Warranties. Final Project Report. Value Created.	Management of building(s) transferred by sale or FM Contract. All documents in place.
OBJECTIVE AND OUTCOMES	Project viability and profitability assessment. Clear understanding of the Client's objectives and project strategy. Risk assessments, mitigation and transfer strategies. Project performance projections. IRR and ROCE.	Clear understanding of project viability and constraints. Clear understanding of risk, risk options and risk points. Clear understanding of available viable options. Mission specific design team to limit costs and risks and to leave options open. Clear understanding of who will be involved.	Defined route to Stage 3 planning consent. Limited costs and risk associated with defined scope of works to planning consent. Cost clearer, viability clearer. Planning risks identified and plan in place. Hard stop in place after planning consent to provide further options for Client. Market for Construction services identified and understood.	Cost understood. Construction Procurement Options understood. Market conditions understood.	Cost understood. Contingency understood. Contract Termi in place. Programme understood. Handover for Sales agreed. Completion date known. Risk understood. Risk Transfer understood.	Delivery of construction underway. Project Delivery Team in place. Risk transferred.	Delivery of completed building(s) to specification for onward sale and realisation of project development surplus.	Building(s) now in use and delivering income / sales proceeds. Realisation of project investment income/development surplus.
RISK GATE	RISK GATE A: Proceed / Abandon.	RISK GATE B: Viability, cost to Stage 2 understood.	RISK GATE C: Viability to Planning Consent Stage understood.	RISK GATE D: Planning achieved / denied.	RISK GATE E: Cost of Construction and Delivery understood. Option to sell on or proceed.	RISK GATE F: Review Disposal Options - direct unit sale or sale in total.	RISK GATE G: Building(s) complies with spec and standards / building(s) does not comply. .	RISK GATE H: Market conditions affect anticipated or planned sale / disposal or investment performance.