



## AGENDA ITEM:

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>23<sup>rd</sup> November 2021</b>
<b>Part:</b>	<b>Part I with Part II appendix</b>
If Part II, reason:	The Part II appendix contains information relating to the financial or business affairs of the Council.  <b>(Local Government Act 1972, Schedule 12A, Part 1, Paragraph 3).</b>

<b>Title of report:</b>	Berkhamsted Leisure Centre
Contact:	Cllr Andrew Williams, Leader of the Council and Portfolio Holder for Corporate and Contracted Services  Author/Responsible Officers:  <ul style="list-style-type: none"> <li>• Mark Brookes, Assistant Director (Corporate and Contracted Services)</li> </ul>
Purpose of report:	To report progress to Cabinet at the end of RIBA Stage 2 (Concept Design) phase of work regarding the development of a new Berkhamsted Sports Centre and to seek authority to proceed to Stage 3 (Spatial Coordination) with delegated authority to proceed to Stage 4 (Technical Design).
Recommendations:	<ol style="list-style-type: none"> <li>1. That Cabinet notes the Concept Design of the project and the proposed facility mix as set out in Section 4, inclusive of a spa facility, and agrees to proceed to RIBA Stage 3 (Spatial Coordination).</li> <li>2. That Cabinet notes:-             <ol style="list-style-type: none"> <li>(a) the consultation undertaken with stakeholders during this phase of work and the further consultations required, including public consultation, as set out in Section 3.</li> <li>(b) the working project timeline in Section 6.</li> </ol> </li> <li>3. That Cabinet notes the forecast project costs (detailed in Part II Appendix) and recommends Council approves</li> </ol>

	<p>a maximum drawdown of £550,000 from the Dacorum Development Reserve to proceed with the next project stage (RIBA Stage 3 – Spatial Coordination).</p> <ol style="list-style-type: none"> <li>4. That Cabinet notes the approvals strategy set out in Section 2 and recommends that Council approves a maximum drawdown of £425k from the Dacorum Development Reserve to proceed with RIBA Stage 4 (Technical Design).</li> <li>5. That Cabinet delegates the decision for proceeding from Stage 3 to Stage 4 to the Assistant Director, Corporate and Contracted Services and the S.151 officer in consultation with the Chief Executive and Leader of the Council.</li> <li>6. That Cabinet notes and endorses the Main Contractor procurement strategy set out in Section 5, utilising the Procure Partnerships Framework for a two stage, design &amp; build tender process and delegates authority to the Assistant Director, Corporate and Contracted Services and the S.151 officer to award the first stage pre-contract services agreement to the preferred Main Contractor.</li> <li>7. That Cabinet endorses the proposal to provide a further update once the public consultation has completed and the on and off-site football provision and potential residential option has been developed in more detail (within the next phase of work) before proceeding to Stage 4 and to report again at the end of RIBA Stage 4 (Technical Design), at which point cost certainty will be achieved for the proposed Main Contract, aligned with the known project risks and Operator strategy.</li> </ol>
Corporate Objectives:	<p>A modern leisure provision is central to delivering a borough that people can enjoy and to support a fit and healthy population.</p> <p>A new leisure facility will help to ensure Berkhamsted and the wider borough has a leisure facility that continues to meet the needs of existing and future residents.</p>
Implications:	<p><u>Financial</u></p> <p>An update of the financial implications of the project is set out in the Part II report and will be further developed into a more detailed costed proposal and business plan once further design and stakeholder consultation has been progressed in the next phase of work, RIBA Stage 3.</p> <p>This report seeks approval to proceed to RIBA Stage 3 and a drawdown of £550,000 for the project team fees and survey costs required at that stage.</p>

	<p>Further approval is sought to progress to RIBA Stage 4 with a forecast cost of £425,000 for the project team fees and survey costs required at that stage, with delegated authority for doing so subject to the successful completion of RIBA Stage 3.</p> <p><u>Operational</u></p> <p>Subject to agreement on contractual terms, the sports centre will continue to be run by Everyone Active until the end of their contractual term, however a new build facility would require a reassessment of the existing terms.</p> <p>The aim (as far as is possible) will be to keep the existing facility open until the new facility is ready to be opened in order to minimise disruption to existing users.</p> <p>The Happy Days Nursery and existing external 5-a-side pitches will need to be closed for the duration of the construction period of the new centre. Mitigation by way of temporary measures for both facilities are being considered.</p> <p><u>Value for Money</u></p> <p>The development will provide a new facility, which will be designed to last for the next 40 years and will be flexible enough to adjust to changes in user demands during that period.</p> <p>The main building contractor will be competitively tendered separately to the consultant project team and an appropriate and compliant route will be selected to ensure value for money is achieved.</p> <p>Further detail and recommendations are provided within this report and key decisions will be provided to Cabinet for approval in future.</p>
<p>Risk Implications:</p>	<p>Failure to invest in the facility could leave it in a condition which will not meet the Council's and users' expectations and could lead to reduced usage contrary to the Council's Sports Strategy.</p> <p>A further review of the project risks has been undertaken and the key risks are detailed within the Part II appendix.</p>
<p>Community Impact:</p>	<p>The proposal will continue to be developed to ensure that it has no adverse impacts on the community with an aim to increase participation across all groups. Consideration of all protected groups is being continually assessed as the project develops and consultation has taken place with the Council's Diversity &amp; Community Inclusion Lead Officer. This will continue through Stages 3 &amp; 4 and a formal Community Impact Assessment will be completed during those stages.</p>

Health And Safety Implications:	A new centre will result in significant additional investment in the site and improve the Health and Safety of the facility by bringing it up to modern standards.
Monitoring Officer/S.151 Officer Comments:	<p><b>Monitoring Officer:</b></p> <p>There are no legal issues to highlight at this stage as the report is recommending proceeding to RIBA Stage 3 and 4 where further design, cost/revenue planning, and site due diligence work be carried out.</p> <p>All surveys and additional appointments made during this phase of work have been undertaken in a compliant manner, as directed by Procurement officers.</p> <p><b>S.151 Officer:</b></p> <p>The recommendation for the Berkhamsted Leisure Centre Development to move to Stage 3 requires funding of £550k, with an additional requirement of £425k for Stage 4 if further approval is granted.</p> <p>These funds can be drawn-down from the Dacorum Development reserve in 2021/22 or 2022/23 as required.</p> <p>During the delivery of the RIBA Stage 3 work, more detailed understanding of future income and expenditure analysis will be available, and a specific funding proposal for the scheme will be developed as part of the Stage 3 completion.</p>
Consultees:	<p>As part of the Concept Design stage of work, a significant amount of NGBs, stakeholders and interested parties have been consulted, including:</p> <ul style="list-style-type: none"> <li>• Berkhamsted Town Council</li> <li>• Dacorum Member Working Group</li> <li>• Everyone Active</li> <li>• Sport England</li> <li>• Crime Prevention Officer</li> <li>• Diversity &amp; Community Inclusion Officer</li> <li>• Hertfordshire County Council Highways</li> <li>• Housing and Community Overview and Scrutiny Committee</li> <li>• Finance and Resources Overview and Scrutiny Committee</li> </ul> <p>A full schedule of consultees is included within this paper.</p>

<p>Background papers:</p>	<p>Strategic Review Indoor Sports and Leisure Facilities – (October 2016)</p> <p>Active Dacorum: A Physical Activity and Sport Strategy for Dacorum 2019-2024 (the Sports Strategy)</p> <p>Cabinet reports March 2019, January 2020, April 2021.</p> <p>Feasibility Study – Knight, Kavanagh &amp; Page Ltd (May 2020)</p> <p>RIBA Stage 2 Report – Berkhamsted Leisure Centre Project Team (September 2021)</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>Dacorum Borough Council (the Council)</p> <p>Everyone Active (EA)</p> <p>Berkhamsted Sports Centre (the Sports Centre)</p> <p>Office for National Statistics (ONS)</p> <p>Overview and Scrutiny Committee (OSC)</p> <p>Berkhamsted Town Council (BTC)</p> <p>Knight, Kavanagh &amp; Page (KKP)</p>

## **1. Background & Context**

- 1.1 In March 2019, Cabinet considered a report regarding options for the redevelopment of Berkhamsted Sports Centre.
- 1.2 The options considered were Minor Refurbishment, Major Refurbishment or New Build facility. Members agreed that further feasibility work should be carried out on the New Build option.
- 1.3 In January 2020, Cabinet endorsed the following Minimum Project Requirements and approved the commencement of a RIBA Stage 1 Feasibility Study to consider potential options for a replacement New Build option with a baseline facility mix:
  - To create a high-quality sporting environment which is inclusive and accessible to all users.
  - To ensure that the facility mix considers the needs and requirements of all user groups.
  - To create a sports centre which considers its impact on the environment and implements measures to mitigate that impact.
  - To create a sports centre which is financially sustainable in terms of its running costs against projected income and a centre which can be developed within the Council's affordability criteria.
- 1.4 The Feasibility Study outlined two options for the replacement of the Berkhamsted Sports Centre, detailed as the 'Essential Option' and the 'Desirable Option'. It is important to note that these options were developed for the feasibility stage to ensure that the Council's minimum requirements could be met whilst addressing the feasibility and affordability of additional facilities.
- 1.5 In April 2021. Cabinet approved the appointment of a multi-disciplinary Project Team led by Faithful+Gould, procured via the CCS Project Management & Full Design Team Services Framework for the delivery of the project, with contractual break clauses at the end of each RIBA stage.
- 1.6 RIBA Stage 2 (Concept Design) commenced in May 2021 with surveys being procured to further understand the site conditions whilst engagement with stakeholders allowed the scheme to be developed.
- 1.7 The RIBA stages are set out in Appendix 1

## **2. Project Governance & Approvals Strategy**

- 2.1 The project governance structure is set out in Appendix 2 and continues to operate effectively. The major budgetary approvals will be approved by Full Council and the strategic project decisions will be made by Cabinet, with delegations down to the Project Board or the Portfolio

Holder for Corporate and Contracted services to ensure that the more operational decisions can be made efficiently.

- 2.2 Scrutiny will be provided to Cabinet decisions through the Finance and Resources OSC in relation to finance/budgetary matters with scrutiny in relation to sports development and community impact provided by the Housing and Community OSC.
- 2.3 Informal member engagement is carried out through a cross-party working group, which has provided valuable feedback as the scheme develops.
- 2.4 This report provides an update to members on the conclusion of Stage 2 and requests that Cabinet recommends that Council agrees a maximum drawdown of £550,000 to proceed with the next project stage (RIBA Stage 3 – Spatial Co-ordination) and that Cabinet approves the development of a Planning Application.
- 2.5 This report also requests that Cabinet recommends that Council agrees a maximum drawdown of £425k to proceed with RIBA Stage 4 (Technical Design), and delegates the decision for proceeding from Stage 3 to Stage 4, to the Assistant Director, Corporate and Contracted Services, and the S.151 officer in consultation with the Chief Executive and Leader of the Council.
- 2.6 The proposal to proceed from Stage 3 to Stage 4 with delegated authority is to allow the project to maintain progress. However, the project will return to scrutiny and Cabinet, to report the outcomes of the public consultation, agree a final position with regards to on or off-site football provision and the residential development option, and also to present the final scheme which will be submitted in the planning application. .
- 2.7 It is also proposed to present the latest scheme position and proposals to Cabinet at the end of RIBA Stage 4, (Technical Design), at which point cost certainty will be achieved for the proposed Main Contract, aligned with the known project risks and Operator strategy.

### **3. Consultation strategy**

- 3.1 As part of the Feasibility Study, the first stage of the consultation strategy was undertaken. The majority of stakeholders were engaged on a one to one basis to better understand their current and future requirements/needs and seek their input into the facility mix for the development.
- 3.2 The following organisations/groups were engaged with:
  - ❖ Everyone Active
  - ❖ Berkhamsted Town Council
  - ❖ Herts Disability Sports Foundation
  - ❖ Herts Sports Partnership
  - ❖ Dacorum School Sports Manager
  - ❖ Thomas Coram School
  - ❖ Dacorum Sub-Aqua Club

- ❖ Watford FC Community Trust
- ❖ Dacorum Sports Network
- ❖ Herts Valley Clinical Commissioning Group (CCG)
- ❖ Herts Community NHS Trust
- ❖ Hertfordshire Community NHS Trust
- ❖ Hertfordshire Libraries
- ❖ Happy Days Pre-School
- ❖ England Indoor Bowls Association
- ❖ Hannah Marie Dance Academy
- ❖ Berkhamsted Swim Club
- ❖ England Volleyball
- ❖ Sport England
- ❖ Tring Town Council
- ❖ England Netball
- ❖ Swim England
- ❖ Herts Cricket
- ❖ Ashlyn's School
- ❖ APEX
- ❖ Toad Hall Nursery
- ❖ Badminton England
- ❖ England Basketball
- ❖ British Gymnastics
- ❖ Ministry of Air
- ❖ Herts CC
- ❖ Banks Physio
- ❖ Mind & Body
- ❖ Apex Dance
- ❖ Scraggs Roller Skating
- ❖ Hawks Lacrosse
- ❖ Hemel Swim Club
- ❖ Marcel Fairs

- 3.3 The consultation responses were carefully considered and the facility mix options were developed to respond to the consultation exercise.
- 3.4 During the Concept Design stage, further engagement has been held with key stakeholders, most notably HCC Highways, Everyone Active, Berkhamsted Town Council, Happy Days Nursery and Marcel Fairs, to consider elements of the facility mix. Observations captured in earlier consultation remain relevant and were reviewed against the developing scheme at this stage.
- 3.5 During this stage of work, the Project Group also met on a monthly basis to review emerging options and a Member Steering Group was consulted to ensure appropriate engagement took place.
- 3.6 A key aspect of the scheme relates to on and off-site football provision. As such, a number of off-site options have been considered and consultation with relevant landowners has taken place. A decision relating to football provision is to be made in the next stage of work once the appropriate options have been considered.
- 3.7 It is acknowledged that any proposals for Lagley Meadow will require public engagement and consultation and the area is to remain freely accessible open space for public use. The Concept Design proposals



include a number of options for consideration and a budget allocation for potential improvements, which will be tested further in the next stage of work with appropriate input from the public.

- 3.8 Initial engagement has taken place with Hertfordshire County Council Highways regarding the proposed new access from Gossom's End. It will be necessary to gain an approval in principle early in the next stage of work.
- 3.9 Upon approval to proceed with the next stage of work, the intention is to prepare for, and hold, a wider public consultation, which may include a consultation day with drop-in sessions if possible or on-line consultations and feedback. This will help progress considerations for Lagley Meadow and ascertain the level of support for the proposed scheme.
- 3.10 Further consultation will be continued as the design evolves through the project stages and will include specialist input at appropriate stages by using processes such as Design Review Panels and Community Review Panels.
- 3.11 As part of any planning application the public, stakeholders and National Governing Bodies will be consulted and able to feedback. By undertaking the above consultations it is hoped that any major considerations or issues are identified and mitigated.

#### 4. Scheme options & facilities mix including Concept Design

- 4.1 As set out in the Feasibility Study, two options were developed, the 'Essential Option' and the 'Desirable Option', as detailed below. During the Concept Design stage, a 'Hybrid' Option has been ascertained in consultation with stakeholders to determine the most appropriate facility mix.

<b>Essential Option</b>	<b>Desirable Option</b>	<b>Stage 2 'Hybrid' Option</b>
Office/Admin Space	Office/Admin Space	Office/Admin Space
Café/Kitchen	Café/Kitchen	Café/Kitchen
Soft Play Area (within Café)	Soft Play Area (within Café)	Soft Play Area (within Café)
Viewing Spectator Seating	Viewing Spectator Seating	Viewing Spectator Seating
Staff Room	Staff Room	Staff Room
M&F WCs	M&F WCs	M&F WCs
Cleaners Store	Cleaners Store	Cleaners Store
Community Meeting/Class Room	Community Meeting/Class Room	Community Meeting/Class Room
4x Treatment Rooms	4x Treatment Rooms	4x Treatment Rooms
	<i>Spa Zone/Health Suite</i>	Spa Zone/Health Suite
Pool Filtration/Main Plant	Pool Filtration/Main Plant	Pool Filtration/Main Plant
6 Lane Pool Hall	6 Lane Pool Hall	6 Lane Pool Hall
Training Pool	Training Pool	Training Pool
	<i>Splash Pad</i>	Splash Pad
First Aid	First Aid	First Aid
Air Handling Plant	Air Handling Plant	Air Handling Plant
Pool Store	Pool Store	Pool Store

Wet Change Village/Accessible Change	Wet Change Village/Accessible Change	Wet Change Village/Accessible Change
3x Studios (Activity/Holistic/Spin)	3x Studios (Activity/Holistic/Spin)	3x Studios (Activity/Holistic/Spin)
Fitness Suite (90 Stations)	<i>Fitness Suite (120 Stations)</i>	Fitness Suite (120 Stations)
		External Fitness Area and active roof space
2x Fitness Change	2x Fitness Change	2x Fitness Change
Nursery	Nursery	Nursery
4 Court Sports Hall	<i>6 Court Sports Hall</i>	4 Court Sports Hall
Dry Change (Sports Hall)	Dry Change (Sports Hall)	Dry Change (Sports Hall)
Sports Hall Store	Sports Hall Store	Sports Hall Store
Family Change	Family Change	Family Change
150x Car Parking Spaces	150x Car Parking Spaces	150x Car Parking Spaces
Mini Soccer (1 x 7v7 / 2 x 5v5)	Mini Soccer (1 x 7v7 / 2 x 5v5)	Mini Soccer (1 x 7v7 / 2 x 5v5)
New Access Road	New Access Road	New Access Road
Relocation of MUGA	Relocation of MUGA	Relocation of MUGA
Outdoor Play Area	Outdoor Play Area	Outdoor Play Area
Storage	Storage	Storage
		Lagley Meadow external play options

**Table 1 – Options and facilities mix**

- 4.2 The Concept Design proposals have been developed and a RIBA Stage 2 Cost plan and aligned revenue business plan for the proposals are set out in the Part II report annexed.
- 4.3 A Stage 2 Briefing Paper is appended to the Part II report to provide a summary of the scheme development, site constraints, concept site layout and general arrangement layouts, initial phasing considerations and initial sustainability strategy.
- 4.4 It will be necessary to develop the strategy for mitigating the temporary (or permanent) loss of on-site football provision and the Nursery during the construction phase, as both existing facilities will need to be taken out of use on site to allow construction of the new leisure centre.
- 4.5 A needs analysis and affordability assessment has been undertaken on the spa facility identified within the Desired Model and included within the Stage 2 Option. Further detail is set out within the Part II Report, however the analysis and assessment both support the inclusion of the spa facility within the new leisure centre.
- 4.6 Whilst the Stage 2 scheme includes a 7 a side 3G pitch (or two 5 a side pitches), it is acknowledged that, should a suitable off-site solution for football be identified, it may allow for the area allocated for on-site football to provide a number of residential units. This is a key decision and both on and off site football and residential considerations require further development and consultation prior to being in a position to

present for a decision. This does not impact the development of the leisure centre elements of the scheme therefore it is recommended to proceed to Stage 3 (Spatial Co-ordination) which will also allow further detail to be developed, and engagement with stakeholders and Planning Officers to take place, to enable a recommended option to be identified. It is intended that a decision regarding on and off site football and residential facilities is presented for a Cabinet decision at the appropriate time.

## **5. Main Contractor Procurement**

- 5.1 To progress procurement options for the Main Contractor, an initial Procurement Workshop was held with members of the Project Team and Procurement Officers to consider the key drivers, potential procurement routes and market conditions.
- 5.2 Whilst the development of the scheme is at an early stage, it can take some time to undertake a procurement process and it is important that options are considered at the earliest opportunity to ensure potential routes are not missed.
- 5.3 It is considered that the most appropriate procurement route for the delivery of the Berkhamsted Sports Centre project is via a Two Stage Design & Build route. This allows control of the project to a suitable level of detail whilst benefiting from early contractor involvement to inform buildability issues and assist with accessing supply chains for input.
- 5.4 It is also considered that it would be beneficial to utilise a compliant Framework, rather than via an OJEU route. As such, a number of Framework options were considered and engagement meetings held with Procure Partnerships Framework and Southern Construction Framework to better understand the benefits that could be provided to DBC. The Crown Commercial Services Framework was also considered.
- 5.5 Following engagement meetings with frameworks and Procurement Officers, it was concluded that the preferred framework route is via the Procure Partnerships Framework Lot 10 East of England. Upon approval of this report, the First Stage tender process will commence.
- 5.6 The First Stage tender process seeks confirmation of framework contractor's overheads & profit, proposed project team and relevant experience, approach to delivery and the Pre-Contract Services Agreement (PSCA) fee for the Main Contractor to work alongside the Project Team during Stages 3 & 4 to develop the scheme and provide input to the planning application.
- 5.7 At the conclusion of the First Stage, a Main Contractor is selected; this is the contractor who will construct the new leisure centre if the Second Stage reaches an acceptable conclusion – this will be presented to

Cabinet at the end of Stage 4 for a decision to enter into a Main Contract. The Main Contractor is therefore appointed for the PCSA period only and will assist the Project Team in undertaking the Second Stage procurement during Stage 4. Should the Main Contract not be awarded for any reason, the Council are only liable for the PCSA fee.

## 6. Project timetable

- 6.1 Working with the Council's consultants a project/delivery plan has been developed to highlight the key steps required to deliver the project together with an outline development timetable:

<b>Milestone</b>	<b>Date</b>	<b>Comments</b>
RIBA Stage 2 commencement	31 May 2021	Standstill period and completion of appointments to take place between Council meeting and commencement of Stage 2.
RIBA Stage 2 completion	17 September 2021	
DBC Cabinet / Council	November 2021	To approve Stage 2 outputs
RIBA Stage 3 commencement	Following approval	
RIBA Stage 3 completion	2 March 2022	
Target Planning Application submission	12 April 2022	
Target Planning Decision & Discharge Pre-commencement conditions completion	22 February 20 July 2022	
Stage 4A / Tender completion	6 December 2022	
Authority to proceed and Contractor appointed completion	12 January 2023	
Start on Site	10 February 2023	
Practical Completion New Leisure Centre	29 October 2024	
Opening New Leisure Centre / Commencement of demolition existing centre	26 November 2024	
Project completion	27 May 2025	

Note: the above indicative timetable assumes no significant procurement, planning or construction delays. The overall delivery programme will be

reviewed at each RIBA stage to consider any necessary phasing and delivery considerations.

## **7. Covid-19**

- 7.1 During the Stage 1 (feasibility) and Stage 2 (Concept Design) Covid-19 has had a significant impact on the country as a whole including the leisure market with sport centres being required to close for long periods of 2020/21.
- 7.2 This project was paused during this period in order to consider the longer term implications of Covid on the Council as a whole but specifically the leisure market.
- 7.3 There have clearly been changes in customer behaviours during lockdowns, home/online workouts, greater use of outdoor space etc which have impacted the recovery period, however we have seen a positive return to the leisure centres since April 2021.
- 7.4 We can see from our usage data from Hemel and Berkhamsted Sports Centres that the member base and weekly user numbers have seen a positive increase since re-opening in April 2021. Weekly user unique visits increased from 7,573 in the first week of April to 12,253 in the first week of August although this is still some way short of the pre-Covid number of circa 20,000 per week. Membership numbers have also been increasing, but are still 1255 less than the pre-Covid membership levels (5,585 March 2020 to 4,330 August 2021).
- 7.5 The facilities to be provided in the new centre in terms of workout space, increased swimming provision (which has returned to pre-Covid levels), sports hall, 3G 5-a-side football, are all difficult to replicate outside of a sports centre environment and a new build facility will also be designed so that it is flexible enough to respond to future pandemics if required.
- 7.6 The new centre will not be open until late 2024, which will give the leisure market another 3 years to recover, and it is therefore believed that Covid-19 should not be a reason to discontinue the project, although its impact will continue to be reviewed as the project develops through stages 3 and 4.

## **8. Risk review**

- 8.1 The Council and professional team have continued to consider key project risks during RIBA Stage 2. Further detail is provided in Part II Appendix.

## **9. Summary and Recommendation**

- 9.1 The current site presents an opportunity to provide a modern and flexible Sports Centre for the next 40 years, to maximise the use of the site and to increase public participation in sport and leisure.

- 9.2 The Concept Design indicates that the site remains suitable for redevelopment with no major impediments to progressing to the next stage of design, cost assessment, business planning and consultation.
- 9.3 Cabinet is requested to approve the recommendations in the heading to this report to progress the project.

# Appendix 1



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.

**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

Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building.

	0	1	2	3	4	5	6	7
	<b>Strategic Definition</b>	<b>Preparation and Briefing</b>	<b>Concept Design</b>	<b>Spatial Coordination</b>	<b>Technical Design</b>	<b>Manufacturing and Construction</b>	<b>Handover</b>	<b>Use</b>
<b>Stage Outcome</b> at the end of the stage	The best means of achieving the <b>Client Requirements</b> confirmed  If the outcome determines that a building is the best means of achieving the Client Requirements, the client proceeds to Stage 1	<b>Project Brief</b> approved by the client and confirmed that it can be accommodated on the site  The brief remains 'live' during Stage 2 and is designed in response to the Architectural Concept	<b>Architectural Concept</b> approved by the client and aligned to the <b>Project Brief</b>  The brief remains 'live' during Stage 2 and is designed in response to the Architectural Concept	Architectural and engineering information <b>Spatially Coordinated</b>	All design information required to manufacture and construct the project completed  Stage 4 will overlap with Stage 5 on most projects	Manufacturing, construction and <b>Commissioning</b> completed  There is no design work in Stage 5 other than responding to <b>Site Queries</b>	Building handed over, <b>Aftercare</b> initiated and <b>Building Contract</b> concluded	Building used, operated and maintained efficiently  Stage 7 starts concurrently with Stage 6 and lasts for the life of the building
<b>Core Tasks</b> during the stage	Prepare <b>Client Requirements</b> Develop <b>Business Case</b> for feasible options including review of <b>Project Risks</b> and <b>Project Budget</b>  Ratify option that best delivers <b>Client Requirements</b> Review <b>Feedback</b> from previous projects Undertake <b>Site Appraisals</b>	Prepare <b>Project Brief</b> including <b>Project Outcomes</b> and <b>Sustainability Outcomes</b> , <b>Quality Aspirations</b> and <b>Spatial Requirements</b>  Undertake <b>Feasibility Studies</b> Agree <b>Project Budget</b> Source <b>Site Information</b> including <b>Site Surveys</b> Prepare <b>Project Programme</b> Prepare <b>Project Execution Plan</b>	Prepare <b>Architectural Concept</b> incorporating <b>Strategic Engineering</b> requirements and aligned to <b>Cost Plan</b> , <b>Project Strategies</b> and <b>Outline Specification</b>  Agree <b>Project Brief Derogations</b> Undertake <b>Design Reviews</b> with client and <b>Project Stakeholders</b> Prepare <b>stage Design Programme</b>	Undertake <b>Design Studies</b> , <b>Engineering Analysis</b> and <b>Cost Exercises</b> to test <b>Architectural Concept</b> resulting in <b>Spatially Coordinated</b> design aligned to updated <b>Cost Plan</b> , <b>Project Strategies</b> and <b>Outline Specification</b>  Initiate <b>Change Control Procedures</b> Prepare <b>stage Design Programme</b>	Develop architectural and engineering technical design Prepare and coordinate design team <b>Building Systems</b> information Prepare and integrate specialist subcontractor <b>Building Systems</b> information Prepare <b>stage Design Programme</b>  Specialist subcontractor designs are prepared and reviewed during Stage 4	Finalise <b>Site Logistics</b> Manufacture <b>Building Systems</b> and construct building Monitor progress against <b>Construction Programme</b> Inspect <b>Construction Quality</b> Resolve <b>Site Queries</b> as required Undertake <b>Commissioning</b> of building Prepare <b>Building Manual</b>	Hand over building in line with <b>Plan for Use Strategy</b> Undertake review of <b>Project Performance</b> Monitor seasonal <b>Commissioning</b> Rectify defects Complete initial <b>Aftercare</b> tasks including light touch <b>Post Occupancy Evaluation</b>	Implement <b>Facilities Management</b> and <b>Asset Management</b> Undertake <b>Post Occupancy Evaluation</b> of building performance in use Verify <b>Project Outcomes</b> including <b>Sustainability Outcomes</b>  Adaptation of a building (at the end of its useful life) triggers a new Stage 0
<b>Core Statutory Processes</b> during the stage:	Strategic appraisal of <b>Planning</b> considerations	Source pre-application <b>Planning Advice</b> Initiate collation of health and safety <b>Pre-construction Information</b>	Obtain pre-application <b>Planning Advice</b> Agree route to <b>Building Regulations</b> compliance Options: submit outline <b>Planning Application</b>	Review design against <b>Building Regulations</b> Prepare and submit <b>Planning Application</b>  See <b>Planning Note</b> for guidance on submitting a <b>Planning Application</b> earlier than end of Stage 3	Submit <b>Building Regulations Application</b> Discharge pre-commencement <b>Planning Conditions</b> Prepare <b>Construction Phase Plan</b> Submit form F10 to HSE if applicable	Carry out <b>Construction Phase Plan</b> Comply with <b>Planning Conditions</b> related to construction	Comply with <b>Planning Conditions</b> as required	Comply with <b>Planning Conditions</b> as required
<b>Procurement Route</b>	Traditional Design & Build 1 Stage  Design & Build 2 Stage Management Contract Construction Management Contractor-led				Tender Appoint contractor ER CP Appoint contractor Pre-contract services agreement CP Appoint contractor Preferred bidder CP Appoint contractor			Appoint <b>Facilities Management</b> and <b>Asset Management</b> teams, and strategic advisers as needed
<b>Information Exchanges</b> at the end of the stage	Client Requirements <b>Business Case</b>	<b>Project Brief</b> <b>Feasibility Studies</b> <b>Site Information</b> <b>Project Budget</b> <b>Project Programme</b> <b>Procurement Strategy</b> <b>Responsibility Matrix</b> <b>Information Requirements</b>	<b>Project Brief Derogations</b> Signed off <b>Stage Report</b> <b>Project Strategies</b> <b>Outline Specification</b> <b>Cost Plan</b>	Signed off <b>Stage Report</b> <b>Project Strategies</b> Updated <b>Outline Specification</b> Updated <b>Cost Plan</b> <b>Planning Application</b>	<b>Manufacturing Information</b> <b>Construction Information</b> <b>Final Specifications</b> <b>Residual Project Strategies</b> <b>Building Regulations Application</b>	<b>Building Manual</b> including <b>Health and Safety File</b> and <b>Fire Safety Information</b> <b>Practical Completion</b> certificate including <b>Defects List</b> <b>Asset Information</b>  If <b>Verified Construction Information</b> is required, verification tasks must be defined	<b>Feedback</b> on <b>Project Performance</b> <b>Final Certificate</b> <b>Feedback</b> from light touch <b>Post Occupancy Evaluation</b>	<b>Feedback</b> from <b>Post Occupancy Evaluation</b> Updated <b>Building Manual</b> including <b>Health and Safety File</b> and <b>Fire Safety Information</b> as necessary

Core RIBA Plan of Work terms are defined in the RIBA Plan of Work 2020 Overview glossary and set in **Bold Type**.

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

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# Appendix 2

