



RIBA Award Winners 2014

Delivering Construction 2025 RIBA Action Plan



Construction Industry Council

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Good design

UK Government recognises the role of the UK's world class expertise in architecture and engineering in supporting growth and sustainable construction, but the importance of design quality is under-represented in Construction 2025. Good design enhances quality of life and wellbeing, and improves project outcomes for all who use a building or experience a place. Design quality and innovation also reduce carbon and cost over a building's lifetime, and can speed up delivery. Prioritising good design and evaluating project performance is crucial to achieving the Construction 2025 targets.

The RIBA has identified key areas where it can support UK Government and the construction industry in improving quality, efficiency and whole-life value in the built environment.

An evidence-based approach to delivering construction projects: develop better briefing and design quality evaluation techniques.



The construction industry needs to adopt an evidence-based approach to delivering construction projects to achieve the ambitious whole-life cost, time and sustainability targets, as well as design quality. The RIBA Plan of Work 2013 provides a framework to drive better project outcomes from Strategic Definition, through Design, Construction and In-use, by making time for design development, and co-ordination and delivery of the right information at the right Plan of Work stage.

The RIBA will support better briefing and definition of project outcomes at Stage 0 (Strategic Definition) that will reduce costs and risk, and speed up delivery. We will develop a best practice approach to evaluating project performance from Stage 0-7, based on good project briefs that define measurable outputs, and design quality evaluation methodologies, such as CIC Design Quality Indicators (DQI) and NHS Achieving Excellence Design Evaluation Toolkit (AEDET). The RIBA will support post-occupancy evaluation and whole-life value during Stage 7 (In-use) to facilitate continuous improvement in project outcomes through evidence-based design. We will lead on industry knowledge sharing by supporting research in practice, providing best-practice case studies, and collecting and analysing data on the design quality of building outcomes.

The right project team: support client leadership and collaboration.



Construction 2025 identifies the important role the industry's customers, including the public sector, have to play in transforming the construction industry. Client capability is a key challenge in providing innovative and whole-life value for money solutions. Assembling collaborative project teams that include client, design team and contractor can support the Government's drive for early contractor engagement, and more collaborative and transparent construction procurement processes.

Building on the case studies in the RIBA publication Client Conversations, the RIBA will share best practice advice to clients on the skills, capacity, behaviours and processes that support successful project outcomes, and develop and promote the skills of architects in supporting client leadership. The advice will focus on properly considering the business case, strategic and project brief, leading from the start, and assembling the right project team to deliver innovative and efficient solutions.

Innovation in construction procurement: review and assist with new procurement methods.



Procurement methods have often been costly, resource-intensive, slow and adversarial. A focus on reducing cost and risk in the short-term hasn't produced best value or outcomes. Achieving high quality and meeting industry targets for reduced time, cost and carbon emissions requires significant innovation in construction procurement processes. The RIBA supports the UK Government initiative to trial new models of construction procurement.

UK Government recognises that the greatest efficiency gains and better outcomes will result from early engagement with specialist subcontractors and the supply chain in design development. The RIBA will review and draw lessons from emerging innovation in private sector procurement and make recommendations that may assist the Government in developing their own approaches. The RIBA Plan of Work 2013 provides the flexibility within a BIM enabled environment to support procurement innovation that enables: direct reporting between client and architect; optimal design input at early stages; early contractor, specialist subcontractor and supplier engagement; negotiated tenders; shared risk; and a collaborative and transparent process.

An integrated approach to design for manufacture and assembly: support construction innovation in off-site manufacture.

UK Government has identified that early, extensive and effective engagement between the project team and specialist subcontractors and suppliers is crucial to driving waste out of the industry, improving the speed of delivery, reducing carbon emissions and achieving whole-life value and quality. An integrated, collaborative and design-led approach to component standardisation and off-site manufacture will also be required.

The RIBA will support the profession in developing the specialist technical knowledge to engage in construction innovation, identifying where standardisation improves project outcomes and where the skills of architects add value. The RIBA will promote mechanisms for greater use of off-site manufacture and pre-fabrication, and provide best-practice case studies for early supply chain engagement and innovative design solutions.



To meet the Construction 2025 targets the industry needs good design:

- An evidence-based approach to delivering construction projects
- The right project team
- Innovation in construction procurement
- An integrated approach to design for manufacture and assembly

To deliver better project outcomes the RIBA will:

- Develop better briefing and design quality evaluation techniques
- Support client leadership and collaboration
- Review and assist with new procurement methods
- Support construction innovation in off-site manufacture

Photo credits

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- ¹ **Brent Civic Centre** – Morleyvon Sternberg
- ² **TNG Youth & Community Centre** – Jakob Spriestersbach
- ³ **Hargood Close** – Tim Crocker
- ⁴ **Manor Works** – Joni Steiner
- ⁵ **Ditchling Museum of Art and Craft** – Brotherton Lock
- ⁶ **Maggies Newcastle** – Paul Raftery
- ⁷ **Liverpool Central Library** – Shepherd Construction
- ⁸ **London Aquatics Centre** – Hufton Crow
- ⁹ **Waverley School** – Timothy Soar

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