



Engagement Overlay to the RIBA Plan of Work



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Plan of Work

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Acknowledgements and credits

A special thank you to all our contributors and advisors who have helped shape this guidance.



The Association of Collaborative Design (ACD) mission is to advocate for collaborative and participatory design practices in the built environment. The ACD aims to democratise design and lead towards empowering people and nature to have a say in creating and managing their environments. It has a network of over 300 individuals, practitioners, professionals, and organisations that endorse the collaborative process. The ACD was founded in 2020 as a voluntary Community Interest Company (CIC) and is a team of industry and academic practitioners from various sectors and experiences. www.theacd.org.uk



We work for and with communities, helping them come to life by walking, wheeling and cycling to create healthier places and happier lives for everyone. Across the UK we involve communities in shaping our towns and cities. Together we campaign for and create spaces where everyone can move around safely and give people the tools and confidence to get out of their cars. We inspire people to change the way we all travel every day, forging closer connections with our neighbours and reducing traffic to create a better environment and more sustainable society for everyone. Join us on our journey. www.sustrans.org.uk

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“Engagement is such an essential tool to the built environment, and it should be used far more widely and purposefully than we often see it applied. When carried out successfully engagement helps create a sense of inclusion and leaves participants feeling they’ve added value, as well as supports more desirable, effective, and efficient project outcomes. Engagement also creates transparency; a chance to bring others along on the journey and to help them understand opportunity and sometimes, constraints. As we work towards a more inclusive built environment it feels only right, that with that focus we also delve into engagement and its place alongside the RIBA Plan of Work.”

Muyiwa Oki

RIBA President 2023-2025

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

Jane Jacobs

The Death and Life of Great American Cities

“The Landscape Institute is pleased to contribute to such an important new overlay for the RIBA Plan of Work. Participatory methods are essential for the quality planning, design and maintenance of everyday places, not just to foster inclusivity, access, and community agency, but to create places that are fit for purpose, tailored to the context of local environments, integrate well into the landscape and bring more people into the built environment sector. Landscape practice is particularly interested in bringing the social and environmental aspects of place together, and our membership body will be pleased that such positive steps are being taken to help facilitate this work as they collaborate with stakeholders on projects.”

Carolyn Göhler FLI

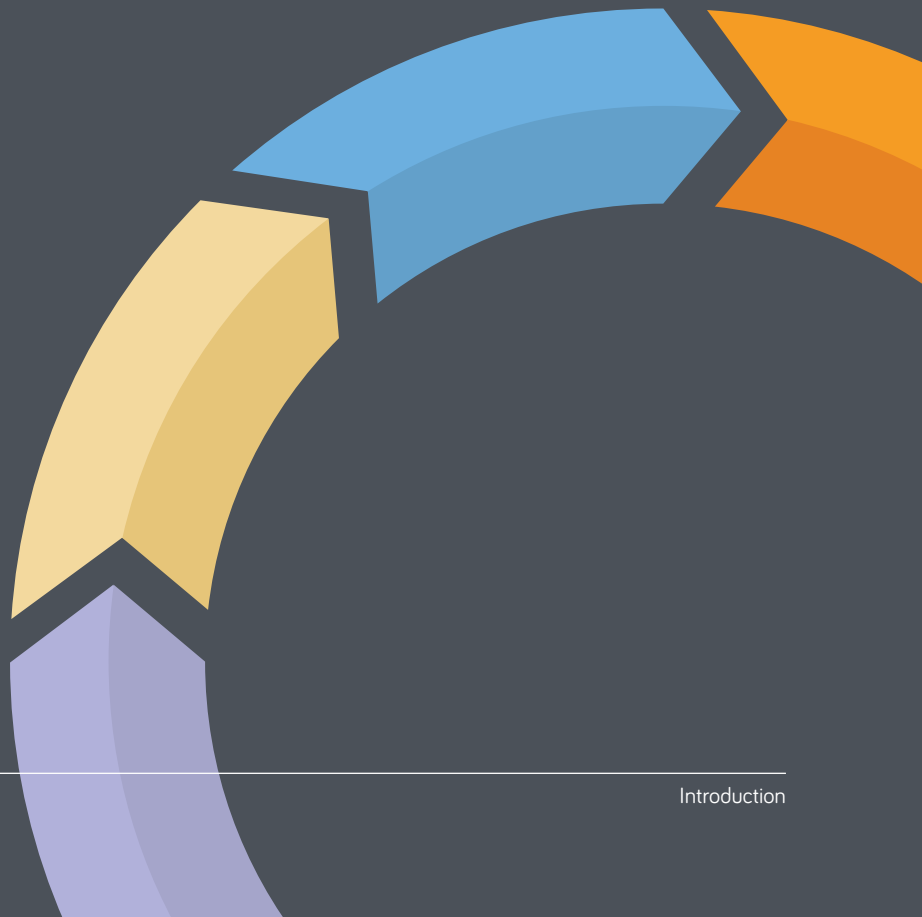
President-Elect, Landscape Institute



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1.

Introduction



The main objective of the Engagement Overlay is to provide a standardised approach and create a baseline for architects and other built environment professionals. Its aim is to enhance the quality of engagement with all stakeholders and to create capacity for public participation.

Acknowledging engagement as an integral aspect of the professional service makes it possible to allocate adequate financial planning and resources accordingly. This proactive approach helps mitigate risks and ensures favourable outcomes for all stakeholders. Furthermore, using the Engagement Overlay, built environment professionals can provide evidence of good quality engagement, a frequently requested requirement for procurement frameworks.

The Engagement Overlay aims to go beyond traditional methods and levels of public participation of solely informing and consulting. It aims to provide the mechanisms and structure for facilitating early, effective, and proportionate engagement throughout all work stages while adhering to the existing RIBA Plan of Work framework. The current RIBA Plan of Work does not include engagement as a core task throughout its eight stages. Instead, it is an additional service based on the more traditional approach to public participation (or consultation).

The primary objective of the overlay is to foster a more inclusive and democratic design approach. It aims to facilitate shared decision-making, establish a benchmark for exemplary practices, and enhance professional expertise. Additionally, it ensures that projects effectively address the needs and aspirations of stakeholders, particularly by enhancing communities' adaptive capacity and promoting a resilient future for everyone. While working on a project, built environment professionals' involvement may be constrained to a short duration; the significance of their contribution extends beyond that period. By providing a technical framework for engagement, the overlay encourages a participatory and collaborative approach, cultivating trust, transparency, and accountability among project and client teams and stakeholders.

The intended outcome is to achieve inclusive and sustainable urbanisation, aligned with UN Sustainable Development Goals 10.3, 11.3 and 16.7, by enabling professionals and stakeholders to work together to create environmentally resilient spaces with strong social values that effectively respond to climate change and the biodiversity crisis.

The Engagement Overlay endeavours to increase understanding of the engagement process throughout all work stages. As such, the guide should help to:

- facilitate a more democratic design approach;
- enrich a project with valuable local knowledge and diverse perspective;
- share decision-making;
- provide a central benchmark and reference point for best practice;
- build skills within architects and other built environment professionals;
- ensure the project and process meet the needs and aspirations of stakeholders; and,
- be a resource for facilitating client and stakeholder communications.

There are significant advantages to effective engagement. These include identifying value and optimising benefits for everyone involved. Early planning, meticulous preparation, active listening, conflict resolution, mentoring, and inclusive design principles are key strategies to reduce risks and challenges while maximising opportunities. Managing diverse opinions presents challenges but also rewards. Local stakeholders possess expertise, first-hand knowledge, and insights into their locality, enhancing engagement, long-term project ownership, and more resilient neighbourhoods.



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About the research

The Association of Collaborative Design CIC (ACD) collaborated with RIBA, Sustrans Scotland, and numerous other partners and contributors to develop this overlay. ACD and its partners engaged with individuals from various backgrounds, experiences, and skill sets to inform, shape, and guide the development of this overlay. The project began in January 2021 and has garnered significant interest across multiple organisations and sectors. Following a desktop review, over nine online workshops were held with over 40 representatives from 30 built environment organisations across the UK's private, public, and third sectors. The Landscape Institute supports and endorses this publication.

This research delves into each work stage of the RIBA Plan of Work; examining the 'how, why, what, who, where, and when' engagement requirements. The evidence demonstrates that a participatory and collaborative approach helps professionals and stakeholders work together to create environmental resilience with strong social values that can effectively respond to climate change and the biodiversity crisis.

What is engagement?

Engagement is about creating opportunities for people to connect and contribute to the decisions that affect their lives. Actively involving individuals, organisations, specialist interest groups and communities in decision-making processes that may affect them involves creating dialogue and collaborative opportunities between stakeholders with project, client, contractor, and management teams. Engagement comes in many forms—for example, public participation and co-design are achieved by combining face-to-face, analogue, and digital engagement techniques. Engagement in the form of public participation is a broad concept that spans various fields.

In the context of the built environment, engagement should run from the early strategic stages of a project leading up to planning applications, facilitate community participation in the design and progress updates during the build processes, and continue with involvement and communication in the management and stewardship of buildings and spaces.

Effective engagement enables individuals to participate actively in the design process and exercise their agency. By creating a space encouraging active involvement, people can inform and take ownership of solutions and ideas that aim to improve their surroundings. An inclusive approach



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contributes to individuals actively enhancing their surroundings, fostering effective long-term management and maintenance of assets. This encompasses the management and upkeep of communal, shared, and community spaces, engaging the community—especially those residing in and contributing to associated costs—in forums like AGMs or similar gatherings. Moreover, effective engagement is a pathway towards comprehending and delivering social impact initiatives relevant to the local context.

By fostering meaningful connections and involvement, engagement becomes a powerful tool in driving positive change within communities.

Engaging with a diverse community requires actively seeking input from underrepresented or marginalised groups. These groups often need more support to participate, and their perspectives and needs may be overlooked or overshadowed by dominant voices or conflicts with client requirements. A more comprehensive and representative understanding of the community can be achieved by intentionally reaching out and creating inclusive spaces for participation. The responsibility lies with the organisers of the **Engagement Programme** and processes to create a space for people to participate actively in the design process and to exercise agency rather than the people who face barriers.

“Good engagement reduces conflict, results in better development and most importantly allows communities to have an influence over the future shape of the places where they live.”

RTPI North West – Community Engagement in Practice

This includes listening, nurturing relationships, respectful dialogue, and commencing early, between everyone involved to improve understanding and take joint action to achieve positive change. Supported by the key principles of fairness and equality and a commitment to learning and continuous improvement. The Scottish Community Development Centre defines good quality community engagement which has been expanded to cover engagement with stakeholders more generally:

- **Effective** – in meeting the needs and expectations of the participants and stakeholders involved. Using clear, non-technical language and avoiding jargon
- **Efficient** – by being well informed and adequately planned and resourced, at a manageable pace; and
- **Fair** – by giving people who may face additional barriers to getting involved an inclusive, accessible, empathic, and hospitable engagement approach; an equal opportunity to participate from an early stage of a project.



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Engagement is a process which provides the foundation for:

- **shared decision-making** – where participants and stakeholders influence options and the decisions that are taken;
- **shared action** – where participants and stakeholders contribute to any action taken because of the engagement process; and
- **support for community-led action** – where participants and stakeholders are best placed to deal with the issues they experience and are supported to take the lead in responding.
- **Opportunities for involvement and collaboration** – where participants and stakeholders can be more active as part of the project's decision and consensus-making at various stages and inform how engagement can best take place on a given project.

Planning requirements for engagement vary locally, regionally and nationally. It is important to be familiar with the requirements that apply to the project.

Why is the Engagement Overlay important?

The RIBA Plan of Work 2020 sets out space for engagement under the actions associated with 'project stakeholders' from stages 0-3 and 7 but primarily through traditional 'Community Engagement' which, depending on the project, may have been led by a public affairs specialist and as an expectation of ethical and effectual practice more generally. Neglecting engagement from the start can lead to overlooked financial and resource planning, resulting in potential other expenses and negative consequences for project success and societal, economic, and environmental impact. Recognising and integrating engagement as an integral part of the project process is crucial for effective resource allocation and avoiding setbacks, enhancing project outcomes and maximising overall impact.

The comprehensive integration of engagement in a project's planning, design, construction, and management is crucial, as it can affect people profoundly. Recognising this, professional services should prioritise engagement as an essential component, promoting transparency, collaboration, and bespoke solutions to address stakeholders' needs and concerns. Acknowledging engagement as an integral aspect of the professional service makes it possible to allocate adequate financial planning and resources accordingly. This proactive approach helps mitigate risks and ensure favourable outcomes for all stakeholders involved.

"Applications that can demonstrate early, proactive and effective engagement with the community should be looked on more favourably than those that cannot." NPPF 2023

When clients and project teams prioritise impactful and meaningful engagement, they cultivate positive relationships with stakeholders, positioning themselves favourably in public procurement, enhancing their reputation, and attracting investors who place significant importance on social value. However, while engagement can be employed with the best intentions, achieving a satisfactory equilibrium is not guaranteed.

For example, the Public Services (Social Value) Act of 2012 requires public authorities to consider social value when procuring services. In today's landscape, investors across various sectors increasingly recognise the significance of social value when assessing projects for long-term sustainability and prosperity. By emphasising a dedication to effective engagement, clients can attract investment and showcase their commitment to positively impacting communities, neighbourhoods, and the environment.

Engagement is a vital pathway for creating social value. It entails actively involving and providing individuals and groups agency within an area, leading to projects and initiatives that address local needs and priorities, promote social cohesion, and deliver sustainable, long-term benefits.

Built environment professionals are responsible for positively impacting society; some projects require clients and design professionals to involve communities via policy and legislation.



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Engagement stands as a crucial aspect of working practice, yet a noticeable skills gap persists among built environment professionals. This overlay provides guidance in the education and ongoing professional development of built environment professionals, a practical working guide to enable upskilling within these professions.

Effective engagement is crucial in ensuring that projects align with the needs and desires of stakeholders, in particular, the communities they serve. Professionals may struggle to involve stakeholders, understand their perspectives, and build consensus without proper skills, stakeholder awareness and timescale especially with programme and financial limitations. Engagement must be considered a central part of a professional's skill set or service for a project and not seen as a tokenistic 'check box' exercise.

The successful impacts of engagement can differ depending on numerous factors, such as the type of development, the level of community involvement, and the quality of communication between developers, statutory consultees, built environment professionals and stakeholders. The extent of effective stakeholder engagement in projects in the UK is currently unknown. Research suggests that the levels of engagement are often to 'consult' and 'inform' rather than meaningful shared decision-making, as part of an engagement process (Raynsford Review 2018).

Early, effective and proportionate engagement requires a multifaceted approach which can have far-reaching benefits for project development. It:

- **Necessitates authentic, transparent, and purposeful involvement:** By fostering tangible collaboration with clients, project teams, and stakeholders, it cultivates measurable outcomes that benefit all parties, facilitating more fruitful and effective results.
- **Promotes constructive communication and incorporates diverse perspectives:** A more inclusive process can enable mutual understanding and a creative engagement approach that embraces conflicting priorities. It fosters relationships, builds trust, negotiates social complexities, and enables stakeholders to reach a consensus.
- **Reduces the risk of challenges, conflicts, and delays:** Early engagement is instrumental in achieving a more successful project outcome by addressing potential issues proactively.
- **Supports the planning process:** Where applicable, it provides robust evidence and tools for the scheme. This enables stakeholders to share decision-making and advocate for proposals, contributing to broader participation in the planning process.
- **Provides invaluable local knowledge and insight:** Meaningful engagement enables individuals outside the project team to shape the future of places, enabling neighbourhoods to be more sustainable and resilient. It cultivates a sense of belonging and enhances social value.
- **Enhances reputations and builds capabilities:** Early engagement boosts reputations and builds capabilities within teams and stakeholders. This, in turn, leads to better development practices aligned with UNSDGs and supports more inclusive decision-making.
- **Realises the potential of places and buildings through an inclusive approach:** Despite potential challenges, incorporating contrasting perspectives can uncover unforeseen and long-term opportunities. This directly supports the development of more robust Social Value strategies by fostering relationships with stakeholders and enabling inclusive decision-making.
- **Incorporate a proportionate engagement approach at the outset:** This involves tailoring engagement approach to the project's context, complexity, scale, scope, and impact and considering the unique needs of stakeholder. To achieve more fruitful project outcomes, enhancing efficiency, fostering meaningful collaboration.

Who is this for, and how do you use this?

This is a technical guide to engagement for architects and other built environment professionals from private, public and third sectors.

The guidelines in this overlay should assist the client, stakeholders, participants, and design team in the engagement process aligning with the RIBA Plan of Work. Factors such as site context, project scale, complexity, and client requirements determine the Core and Advisory Tasks included in the guidelines.

Being aware of bias and maintaining professional impartiality throughout the process is essential. Practitioners should refer to the RIBA Code of Conduct, the Landscape Institute Code of Conduct and the International Association of Public Participation Code of Ethics for Public Participation Practitioners.

Follow the principles of fair consultation. See [Useful References](#).

The outcome of using this overlay should enable professionals to provide evidence for procurement frameworks and Social Value Assessments and support planning, development, and other project proposals.



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Limitations of this guidance

The Engagement Overlay to the RIBA Plan of Work is the first technical overlay of this kind. It is subject to evolution as potential legislation changes and feedback from the process may influence future versions.

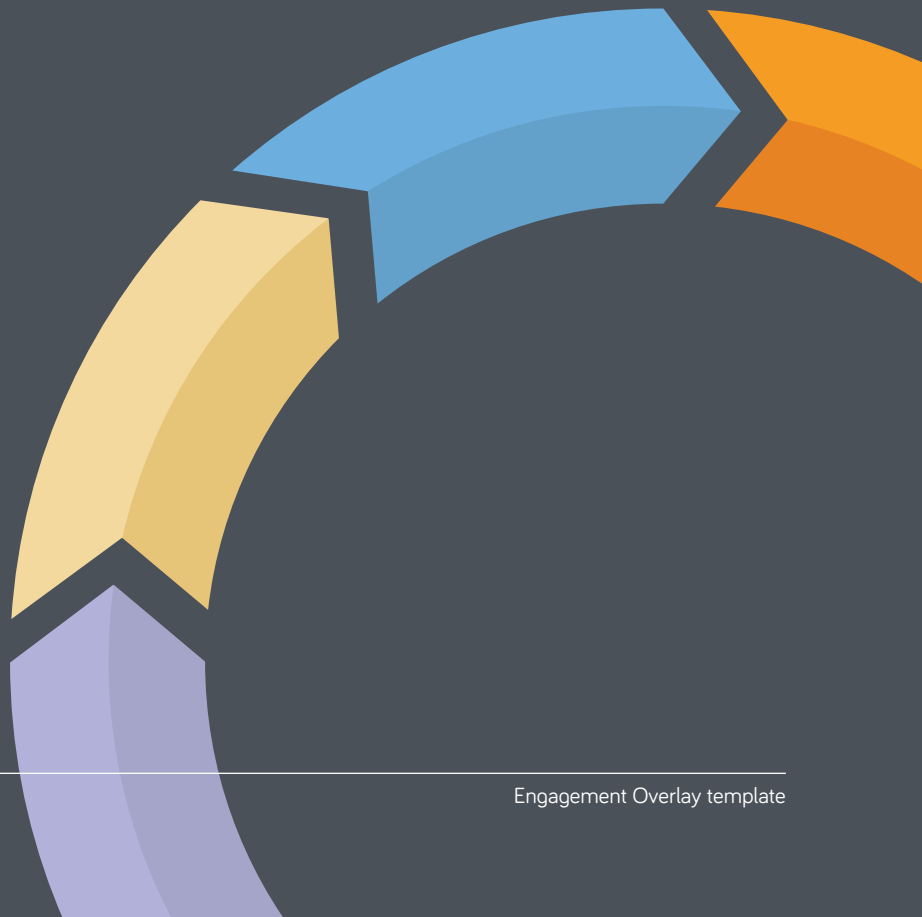
This overlay is to be reviewed by RIBA, Association of Collaborative Design, Sustrans and other organisations as part of a working group in 24 months (early 2026).

The guide does not currently provide engagement or collaborative design methods, toolkits, case studies, examples of practice, or ideas for engaging with specific groups. This is due to the diverse nature of projects, clients, stakeholders, professional input requirements, applicable policy or regulatory considerations, and transparent processes, policies, or codes embedded within respective organisations. For now, we are excluding these aspects, intending to develop them in more detail in the future. However, the Appendix includes a Useful References section offering practical resources.

The overlay aims to enhance engagement at every work stage by addressing 'who,' 'why,' 'what,' and 'when.' It does not delve into 'where' or 'how' in detail; your unique ability to explore and promote these elements is a valuable gift. Recognising the distinct nature of each project, the overlay serves as best practice guidance, encouraging a tailored approach for tasks associated with each work stage.

2.

Engagement Overlay template



Engagement Overlay template

This schedule has two types of tasks: Core Tasks and Advisory Tasks.

- **Core Tasks:** advocated for all projects.
- **Advisory Tasks:** recommended depending on proportionality; scale, complexity, context, budget, programme, timescales, client, policies, and legislation.

A range of factors, for example, project context and proportionality and the desired final deliverable for a particular project, determines the duration of each work stage.

Dedicating sufficient time, resources, and an appropriate budget in the earlier work stages should assist in establishing trust and a productive relationship with stakeholders, making the project processes more efficient and effective.

To achieve efficient and effective task management, identify the ‘owner(s)’ who are responsible, accountable, consulted, and informed, especially when this involves more than one member of the Project Team. It is also important as specialist support will require additional fee provision, which should be allowed.

This approach helps to decrease risk and the likelihood of success and minimises setbacks as the project develops and progresses.



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Stage 0

Strategic Definition





Core Tasks

- 1) Assess the criteria for the **Engagement Lead** including; skills, capacity, and suitability to lead, facilitate, mentor and support engagement within context of the wider area, site, and project type. One person or organisation should be designated as **Engagement Lead**.
- 2) Prepare a **Preliminary Engagement Plan (PEP)** related to the context, scale, proportionality, sensitivity and complexity of the project, client requirements, programme, and allocate adequate budget. To:
 - a) Define the overall engagement strategy;
 - **scope of influence** (negotiable/non-negotiable);
 - purpose, aim(s) and objectives with the client team;
 - Allocate preliminary budget and **Engagement Programme**, and ensure adequate time to engage and enable decision-making through all work stages.
 - b) Commence **Engagement Desktop Study**, including:
 - Review existing information from previous built environment engagement, consultation in the site area, and key learning.
 - Assess local, regional, or national policies and guidance on engagement.
 - Outline review of socio-economic analysis – for example, local demographics, employment, education, cultural diversity and public health data.
 - c) Identify **Engagement Study Area** approved by the client team and local authority.
 - d) Create a **Stakeholder Engagement Map** and register.



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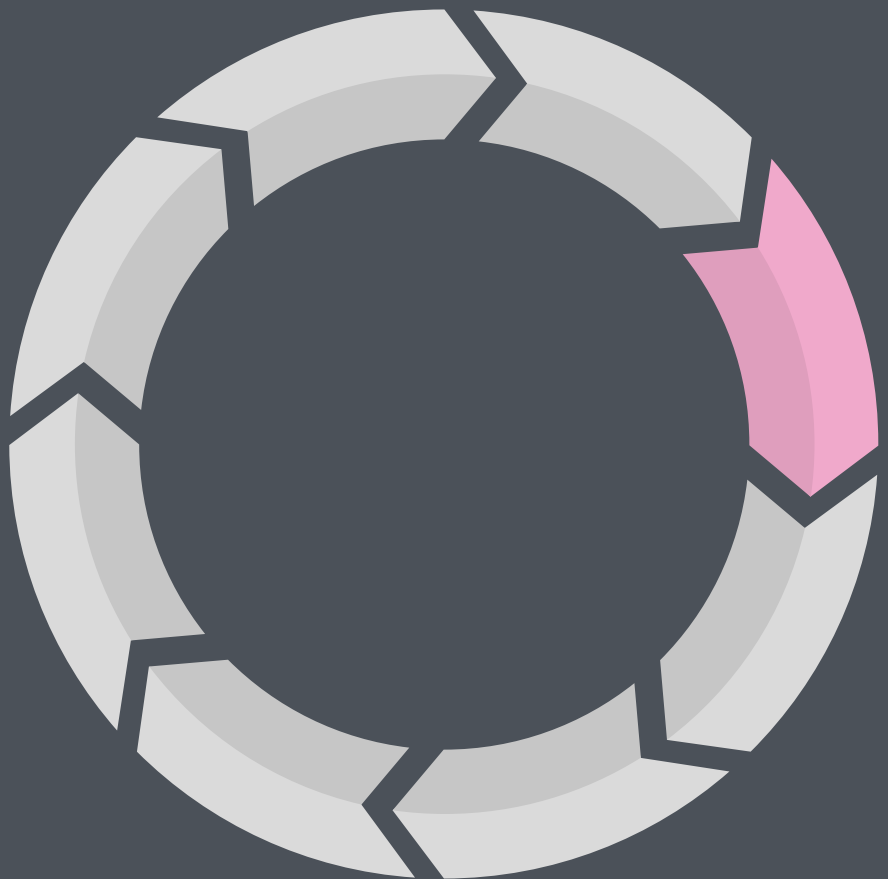
- 3) Appraise potential impact on protected characteristic groups. Consider using an Equality Impact Assessment (EqIA).
- 4) Insights from the **Preliminary Engagement Plan** informs the initial design brief and business case. Evaluate against the client's requirements and contribute to Project Risk Register (for example, programme influence, reputation etc).
- 5) Table operations, maintenance, and management through the **Plan for Use Strategy**.
- 6) Review and contribute to Project Risk Register in respect of engagement-related risks.
- 7) Issue **Preliminary Engagement Plan** for review and client team approval. The client and project team must understand the importance and value of engagement.
- 8) Link **Preliminary Engagement Plan** with **Communication Strategy**.
- 9) Complete stage sign-off process with the design and client teams.

Advisory Tasks

- I. Consider which stakeholders are to be partner(s) with the design team or client team and establish **Project Governance** and decision-making process.
- II. Prepare a detailed socio-economic analysis within the study area and beyond, including future trends and population change.
- III. Identify case studies to visit representing exemplary projects.
- IV. Coordinate a **Co-creation** workshop with the client, design teams, and stakeholders to shape aim, objectives and scope based on lived experience site context, local aspirations, funding, and timelines.
- V. Consider Equality Impact Assessment (EqIA) for further learning and understanding to feed into **Engagement Plan**.
- VI. Link **Preliminary Engagement Plan** with **Social Value Assessment**.

Stage 1

Preparation and Briefing





Core Tasks

- 1) Identify the individual or team as the **Engagement Lead** responsible for leading the engagement process. Appoint the appropriate **Engagement Lead**.
- 2) Review Work Stage 0 **Preliminary Engagement Plan** to develop the **Engagement Plan** define and update:
 - a) Review the **Stakeholder Engagement Map**, update as required.
 - b) Further define the **Scope of Influence** with the design and client team.
 - c) Review purpose, aim(s) and objectives of engagement with the client team and design team.
 - d) Prepare **Data Protection Principles** about how data from the engagement will be stored and used and for how long,
 - e) Describe measurements taken to involve groups with protected characteristics.
 - f) Prepare a risk assessment for staff and participants. Investigate the need for training for potential conflict and challenges
 - g) Agree on terms of reference and inclusive language used during the engagement process. Avoid jargon, technical references, and acronyms.
 - h) Determine measures of success for the engagement process with the client team and design team to ensure stakeholders can participate and influence the project.
 - i) Establish how **Engagement Outcomes** feed into the design process.
 - j) Define **Engagement Methods** and levels of engagement, to ensure people can continue participating and influence spatial coordination, e.g., hybrid (digital and physical)
 - k) Consider how stakeholders are involved in the stage sign-off approval process.
 - l) Confirm which stakeholders voluntarily express their interest in becoming more actively involved in the engagement process, thereby becoming "participants.". Prepare a **Register of Participants** and confirm who they represent. Ensure that stakeholders understand what being a 'participant' means.
 - m) Detail how the **Engagement Outcomes** quantitative and qualitative analysis recordings are fed back to stakeholders and participants.
 - n) Ensure the **Communication Strategy** links to **Engagement Plan**.
- 3) Identify budget and **Engagement Programme** (could include reciprocal cash/non-cash payment to participants), resources, type of engagement, location(s) and timing of events to meet the needs of participants.
- 4) Consider the **Plan for Use Strategy** and model types for the management and maintenance of schemes.
- 5) Review and contribute to Project Risk Register in respect of engagement-related risks.
- 6) **Engagement Plan** to be approved by the client team and the design team. The client and design teams must understand the importance and value of engagement.
- 7) Complete stage sign-off process with the design and client teams.



Advisory Tasks

- I. Explore opportunities and resources to enable **Capacity Building** with stakeholders.
- II. Determine **Measures of Success** for the engagement process with participants, the client team and design team.
- III. Complete a detailed socio-economic analysis and a population lifestyle, health, and well-being appraisal to inform design decisions.
- IV. Explore opportunities for collaborative initiatives with community groups or local organisations for construction, management and maintenance.
- V. Coordinate a **Co-creation** workshop with the client team, design team, and stakeholders to further explore local knowledge, collate knowledge about other potential stakeholders within the study area and lived experience, seek potential partnerships, identify needs, issues, and opportunities, and contribute to the design brief.
- VI. Consider the **Co-creation** of a **Community Charter** or community led **Design Code** (where not in conflict with Planning Policy equivalents).
- VII. Coordinate **Case Study Visits** and exemplary projects with stakeholders, design, and client teams
- VIII. Define governance, remit, and coordinate the **Steering Group(s)** formed with participants, including links to stewardship's longer-term commitment.
- IX. Consider if stakeholders are to become a partners' entity (eg **Steering Group**) as part of the design team or client team. Define legal and governance structure of partnership with stakeholders, linked with a collective creative approach.
- X. Coordinate the **Engagement Plan** as part of a **Statement of Community Involvement** (SCI) or similar, subject to your project location and type, there may be a mandatory requirement for consultation.
- XI. Issue **Engagement Plan** for the client team, design team, and stakeholders to approve.
- XII. Commence Equality Impact Assessment (EqIA) for further learning and understanding to feed into EP.
- XIII. Link the **Engagement Plan** with **Social Value Assessment**.



Stage 2

Concept Design





Core Tasks

- 1) Ensure participants understand the Concept Design process, terms of reference, **Project Governance**, project and planning processes and policies and use clear, non-technical and inclusive language.
- 2) Confirm **Data Protection Principles** about how data from the engagement will be stored and used and for how long. Confirm the participant's consent.
- 3) Commence **Engagement Programme** with participants.
- 4) Review and update the **Engagement Plan** and link to the **Communication Strategy**
 - a) Review the **Stakeholder Engagement Map**, update if required.
 - b) Explain and discuss the **Scope of Influence** (negotiable/ non-negotiable), purpose, aim(s) and objectives of the engagement with participants, design, and client teams.
 - c) Appraise measures taken to involve groups with protected characteristics.
 - d) Evaluate **Engagement Methods** and levels of engagement to ensure people can continue participating and influence spatial coordination.
 - e) Explore opportunities for further collaboration with participants during and after the project completion, e.g., part of longer-term stewardship or co-design.
 - f) Review measures of success for the **Engagement Process** with client team and design team and feedback to participants.
 - g) Record **Engagement Outcomes** - evidence of how the results and findings have shaped the project. State where changes to the project have or could not be achieved and why. Provide feedback to stakeholders, participants, client team and design team.
 - h) Provide information on the limitations of the project to stakeholders and participants. This could include financial aims, feedback, and discussion with participants about any adjustments resulting in financial changes, such as value engineering actions and impacts.
- 5) Undertake **Engagement Programme** and budget review.
- 6) Update and contribute to Project Risk Register in respect of engagement-related risks.
- 7) Complete stage sign-off process with the design and client teams (and with participants where appropriate).



Advisory Tasks

- I. Revise the Equality Impact Assessment (EqIA). Updates and regular feedback learning from engagement and understanding, e.g., reviewing potential impacts on protected characteristic groups.
- II. Assess **Measures of Success** for the **Engagement Process** with participants, client team and design team.
- III. Discuss with participants opportunities to influence and make use of planning obligations (e.g., Community Infrastructure Levy and Section 106 or Section 75 (Scotland)).
- IV. Consider **Co-designing** temporary/prototyping/demonstration to show intent and design options.
- V. Check with the design team and **Steering Group** at agreed intervals on decisions made and progress. Complete a sign-off process with the **Steering Group**.
- VI. Review the **Engagement Plan** and link it with the **Social Value Assessment**.
- VII. Submit the **Engagement Plan** as part of a **Statement of Community Involvement (SCI)** or similar, subject to your project location and type, there may be a mandatory requirement for consultation.
- VIII. Define specific engagement aims and objectives for the **Plan for Use Strategy**, potentially incorporating community schemes. This is crucial for effectively managing and sustaining the project beyond post-work stage 6. Collaboration extends beyond site boundaries, involving stakeholders, participants, the project team, and the client team.
- IX. Consider preparing a **Community Charter** with the project team and participants.



Stage 3

Spatial Coordination





Core Tasks

- 1) Ensure participants understand the planning and Spatial Coordination (detail design) process and **Project Governance**. Use clear, non-technical and inclusive language.
- 2) Update the **Engagement Plan** (with the construction team, if applicable)
 - a. Review the **Stakeholder Engagement Map**, update as required
 - b. Assess the project's impact across all protected characteristics and measures to involve those groups
 - c. Evaluate **Engagement Methods** and levels of engagement to ensure people can continue participating and influence spatial coordination.
 - d. Review the **Scope of Influence**, purpose, aim(s) and objectives of the engagement with participants, the design team and client team.
 - e. Assess with participants the opportunities to influence and use planning obligations.
 - f. Review measures of success for the engagement process with the client team and design team and feed back to participants.
 - g. Record and share **Engagement Outcomes** with stakeholders, participants, the design team and client team.
 - h. Define a vision within the **Plan for Use Strategy** for management and maintenance. Explore legal models and approaches and / or community asset schemes with participants, and the project team and client team.
 - i. Provide updates on the limitations of the project to stakeholders and participants. This could include financial aims, feedback, and discussion with participants about any adjustments resulting in financial changes, such as value engineering actions and impacts.
- 3) Review the **Engagement Plan** and link it with the **Communication Strategy**.
- 4) Update and contribute to the Project Risk Register in respect of engagement-related risks.
- 5) Undertake **Engagement Programme** and budget review.
- 6) Complete stage sign-off process with the design and client teams (and with participants where appropriate) ahead of planning submission.



Advisory Tasks

- I. Evaluate the participants of the **Steering Group**. Check with the design team and **Steering Group** periodically on decisions made and progress. Complete work stage sign-off process with the Steering Group.
- II. Revise the Equality Impact Assessment (EqIA). Updates with learning from engagement and understanding are fed regularly in to EqIA, e.g., conduct reviews on potential impacts on protected characteristic groups.
- III. Explore opportunities for collaborative initiatives with community groups or local organisations post-handover, fostering a sustained relationship linked to stewardship post-project completion. Consider **Co-designing** temporary/prototyping/demonstration to show intent and design options.
- IV. Appoint community groups or local organisations for collaborative initiatives for construction or maintenance, linked to stewardship.
- V. Collaborate with participants as part of the build and **Co-production** of the project, and confirm the process, training, budget, limitations and project governance.
- VI. Explore whether and how participants could contribute and review the procurement process and selection of contractors.
- VII. Link the **Engagement Plan** with **Social Value Assessment**.
- VIII. Prepare and commit to a joint **Community Charter**.
- IX. Coordinate and submit the **Engagement Plan** as part of a **Statement of Community Involvement** (SCI) or similar, subject to your project location and type, there may be a mandatory requirement for consultation.



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Stage 4

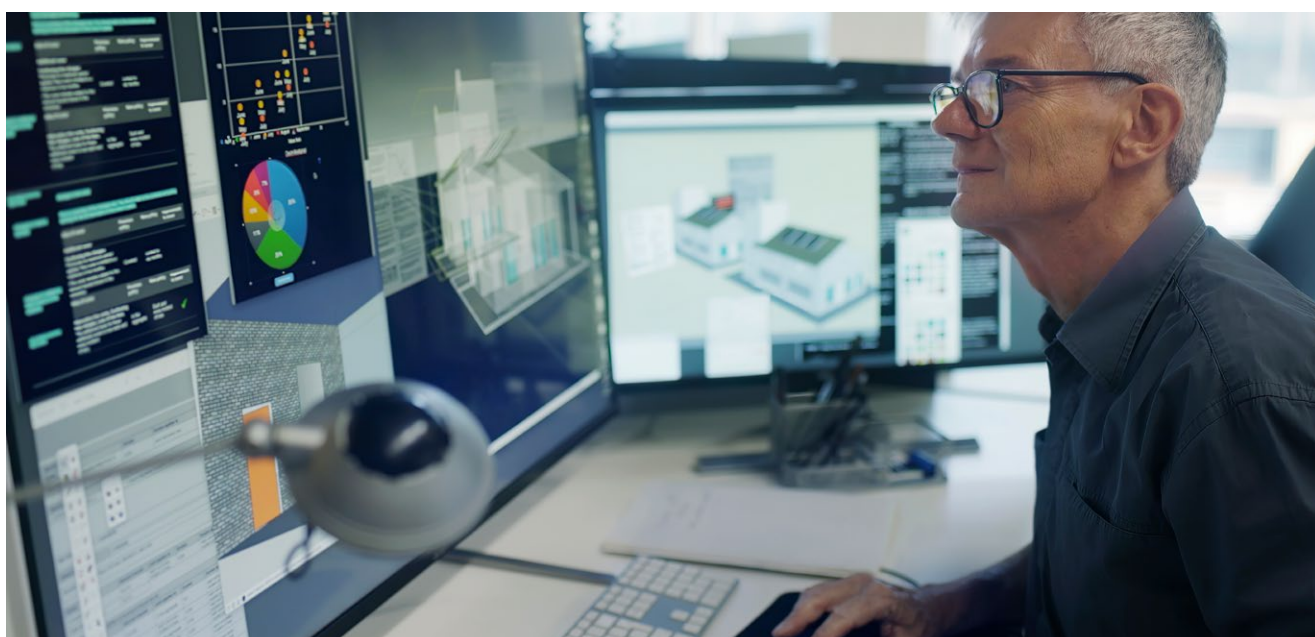
Technical Design





Core Tasks

1. Ensure participants understand the technical, design and procurement process and **Project Governance**. Use clear, non-technical and inclusive language.
2. Update the **Engagement Plan** (with the construction team, if applicable):
 - a) Review ongoing **Engagement Methods** and levels of engagement, amend if required
 - b) Embed **Engagement Outcomes** into technical design
 - c) Evaluate **Measures of Success** for the engagement process with the design team and client team and feedback to participants.
 - d) Review the **Scope of Influence** with participants, the design team and the client team.
 - e) Provide an update on the financial aims and limitations of the project to stakeholders – feedback and discussion with participants about any adjustments resulting in financial changes.
 - f) Link **Engagement Plan** with **Communication Strategies**
3. Contribute to the development of the **Plan for Use Strategy**. Confirm model and approach and/or community asset schemes with the project, construction, management and client teams.
4. Undertake **Engagement Programme** and budget review.
5. Update and contribute to Project Risk Register in respect of engagement-related risks.
6. Reconfirm communications channels specified; procurement process identified.
7. Complete the stage sign-off process with the design team and client teams (and with participants where appropriate) to approve the technical design. The construction team must understand the importance and value of engagement.



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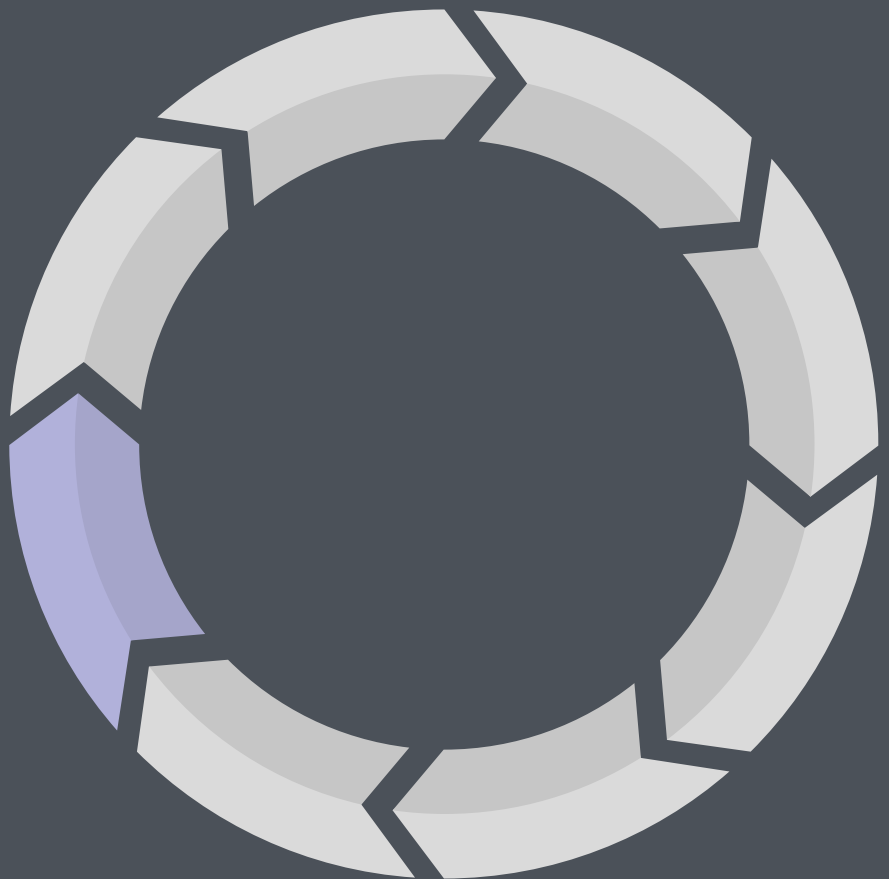


Advisory Tasks

- I) Sign off approval completed with the **Steering Group**, project team, and client team.
- II) Provide a training session for the **Steering Group** about the procurement process and its application to the project
- III) Final review of the design concerning the impact on protected characteristics, e.g., through EqIA
- IV) Explore opportunities for collaborative initiatives with community groups or local organisations for construction and maintenance
- V) Consider **Co-designing** temporary/prototyping/demonstration to show intent and design options
- VI) Collaborate and tender with participants as part of the build and **Co-production** of the project.
- VII) Check with the design team and **Steering Group** periodically on decisions made and progress. Complete the stage sign-off process with the Steering Group.
- VIII) Support the participant's involvement with the procurement process and selection of contractors, where appropriate. Invite participants to be part of the decision-making process during procurement in reviewing contractors' proposals with the design team and client team, where applicable.
- IX) Explore opportunities for collaborative initiatives with community groups or local organisations post-handover, fostering a sustained relationship linked to stewardship post project completion.
- X) Link **Engagement Plan** with **Social Value Assessment**. Confirm with the client team and participants the social value ambitions, including requirements (where applicable and appropriate) in respect of local employment (care to not create any conflict in respect of planning obligations), suppliers and training within the tender.
- XI) Consider the requirement of contractors to be part of the **Considerate Constructors Scheme**.

Stage 5

Manufacturing and Construction





Core Tasks

1. Ensure participants understand the construction process with construction team, client team and design team and **Project Governance**. Use clear, non-technical and inclusive language.
2. Evaluate impact mitigation and communicate to stakeholders potential activity, specifically, periodically on decisions made and construction progress.
3. Construction team to provide updates to stakeholders at agreed appropriate intervals on project progress, including design changes that may affect the previous **Engagement Outcomes**.
4. Involve stakeholders in the launch and completion of the project.
5. Ensure the implementation of the **Plan for Use Strategy**, supporting effective communication and handover processes and training as required.
6. Ensure that any outstanding issues or concerns raised during the engagement process are appropriately addressed before the handover. This involves conducting a final review to confirm resolution.
7. Link with **Communication Strategies**.
8. Complete the stage sign-off process with the design team, construction team and client team (and with participants where appropriate). The construction team must understand the importance and value of engagement.

Advisory Tasks

- I. Provide a training session for the **Steering Group** about the construction process.
- II. Implement the **Considerate Constructors Scheme** strategy.
- III. Implement **Co-production** and build with participants for the project.
- IV. Consider adopting principles of LM3 (the Local Multiplier 3) – a way of measuring how the contractor spending benefits the community. This can vary with procurement requirements.
- V. Consider bespoke parts of the project to develop post-completion with participants, for example, public art.
- VI. Explore opportunities for collaborative initiatives with community groups or local organisations post-handover, fostering a sustained relationship linked to stewardship post-project completion.
- VII. Involve the **Steering Group** in providing feedback about the project ahead of completion.



Stage 6

Handover





Core Tasks

1. Ensure participants understand the handover process and **Project Governance**. Use clear, non-technical and inclusive language.
2. Implement a structured feedback mechanism for participants to express their views on the overall engagement experience and the handover process. This feedback can inform future project strategies.
3. Evaluate project performance specifically focusing on engagement aspects, from Work Stage 0 to 5.
4. Evaluate **Measures of Success** and the overall effectiveness of engagement on the project, actively involving both participants and project teams.
5. Analysis if the project met the overall scope, purpose, aim(s) and objectives of the **Engagement Plan**.
6. Prepare engagement with stakeholders to review feedback. Share outcomes from engagement, reviewing the **Plan for Use Strategy** and the **Engagement Plan**, as necessary.
7. Conduct a 'lessons learnt' assessment or post-occupancy evaluation (POE) of the engagement process. Evaluate the engagement process with all teams and participants. Provide timely updates and seek feedback from stakeholders on the Plan of Use, linking communication strategies for improvement.
8. Submit, as part of the Operations and Maintenance Manual (**Building Manual** and **User Guide**), a summarised assessment of the extent to which **Engagement Outcomes** have informed the project and POE outcomes, includes maintaining records of engagement activities, feedback received, and decisions made.
9. Explore opportunities for collaborative initiatives with community groups or local organisations post-handover, fostering a sustained relationship beyond the project completion.
10. Establish a mechanism for ongoing communication and support post-handover to address any queries or concerns from participants and stakeholders. Ensure a clear point of contact for ongoing engagement. Define how updates will be communicated to all relevant parties, including stakeholders, throughout the process.
11. Complete the stage sign-off process with the design team, construction team and client team (and with participants where appropriate).



Advisory Tasks

- I. Deliver a comprehensive training session to the **Steering Group** regarding the asset management process, ensuring clarity and alignment. Link with **Social Value Assessment** with POE for a holistic understanding of project impact.
- II. Assess the efficacy of the Equality Impact Assessment (EqIA) process, ensuring its effectiveness in adhering to legal and ethical obligation.
- III. Strategically plan and coordinate the launch or opening event involving stakeholders, project, construction, and client teams.
- IV. Ensure the event aligns with the project's objectives and engages all relevant parties effectively.
- V. Encourage the project team to identify areas for continuous improvement based on the evaluation of the engagement process. This information can be valuable for future projects.



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Stage 7

Use





Core Tasks

1. Asset management and client team to ensure stakeholders understand the maintenance and management process and **Project Governance**. Use clear, non-technical and inclusive language.
2. Ensure an adequate budget is in place to secure a long-term **Engagement Plan**.
3. Review concluded POE outcomes. Annually review end-user needs with management, client team(s), participants, and stakeholders with the management plan.
4. Support the ongoing requirements within the **Plan for Use Strategy**, in line with the **Engagement Plan**. Ensure the plan remains in place and is actively executed for the entirety of the project's lifespan. Continuously seek ways to enhance performance and adapt to evolving stakeholder and client needs.
5. Facilitate regular forums or meetings to provide updates on project performance, gather feedback, and address any stakeholder concerns or suggestions. Evaluate performance and respond to feedback from stakeholders and client during the project's lifecycle. Proactively address issues or challenges, utilising feedback, and performance data to drive necessary improvements.
6. Establish a clear protocol for handling unforeseen challenges. Define roles, responsibilities, and communication channels for quick and effective responses to stakeholders.
7. Implement a comprehensive performance monitoring system to track key metrics related to asset management, user satisfaction, and operational efficiency. Regularly analyse the data to identify trends and areas for improvement and convey to stakeholders.
8. Collaborate with local communities and user groups to foster a sense of ownership and stakeholder engagement in the ongoing use of the project. Explore initiatives contributing to social value and well-being; enhance community awareness of the project's ongoing use and benefits.
9. Additional proposals may trigger commencing Stage 0.



Advisory Tasks

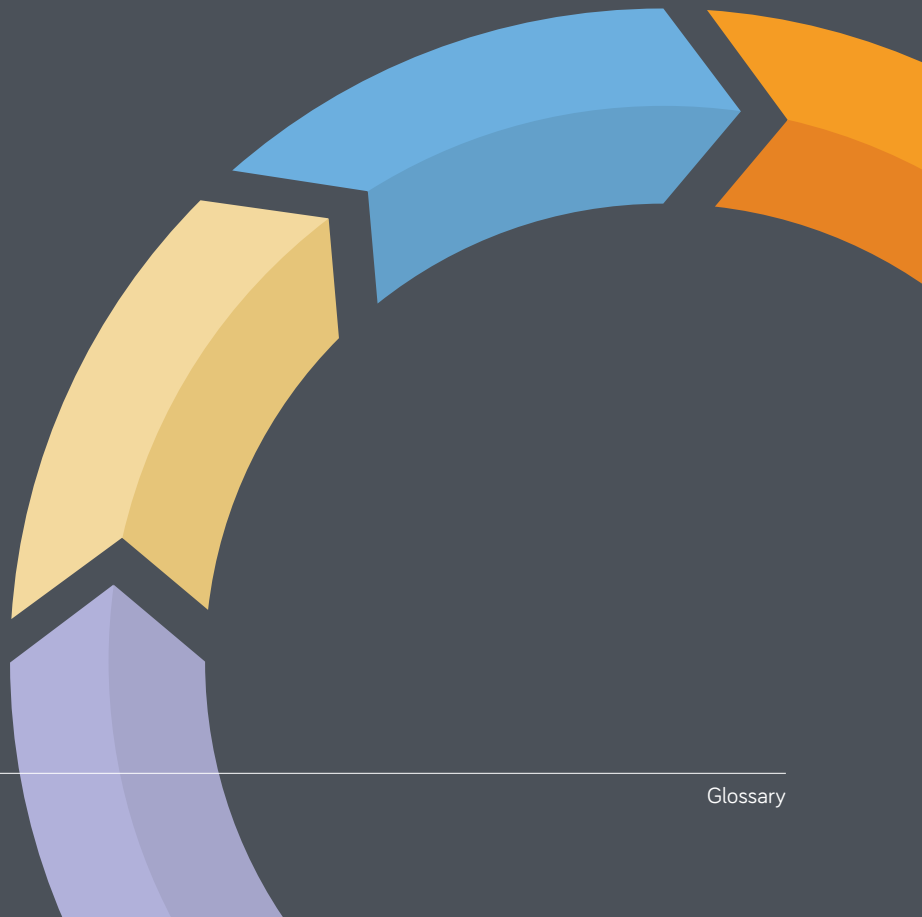
- I. Co-create with stakeholders and /or the Asset Management Team to contribute towards the **Plan for Use Strategy** and **Engagement Plan**.
- II. Review POE outcomes and implement changes and amendments, if required.
- III. Provide a training session for the current and future stakeholders and users to support their involvement as part of the management group and the management processes associated with long-term operations, management and maintenance of the assets.
- IV. Regular review of any participant-led schemes, as part of the **Plan for Use Strategy** and **Engagement Plan**.
- V. Consider workshops and site visits to review and observe the use of the site with participants as part of the process.
- VI. **Co-designing** bespoke parts of the project to develop post-completion, Stage 0 commencing again.
- VII. Conduct periodic training sessions for the project team, stakeholders, and end-users to ensure continued awareness of best practices, safety measures, and any changes in the operational protocols.
- VIII. Initiate a mentorship program where experienced users or leaders guide newcomers in understanding and actively participating in the ongoing use and management of the project.



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Glossary



The terms listed below are based on the RIBA Plan of Work terms of reference. Some derogations have been developed for this overlay. Contributors, workshops, publications and guides have informed the development of the terms of reference below. Note that these descriptions are specific to this documentation; other definitions exist:

Key term	Definition, overview or description
Asset management/ Asset management team	<p>The asset management team (also known as the facilities management team) are responsible for developing, operating, maintaining, upgrading and disposing of an asset using the most effective and efficient means, as defined in the 2020 RIBA Plan of Work Overview. The asset management team can form part of the project team.</p> <p>Some management teams can be formed by private companies, community or parks land trusts or public-private partnerships and can include stakeholders as board members. Linking with long-term stewardship plans for buildings and places. The local authority typically maintains adopted areas. Potential links with biodiversity net gain for some schemes and asset transfer to community groups.</p> <p>Operations and maintenance functions integrate people, place, and processes within the built environment with the purpose of improving the quality of life of people and the productivity of the core business.</p>
Building manual/ Building user guide	The building manual and building user guide includes information that can be used to ensure that asset management is effectively implemented and might contain tasks that the users must consider to getting the most out of the building.
Capacity building	Refers to developing an individual's or group's knowledge, skills, and abilities to perform a specific task or function. It can involve training, mentoring, coaching, and other activities designed to enhance the capacity of individuals, organisations, and communities to achieve their aims and objectives. Capacity building aims to improve effectiveness, sustainability, and resilience.
Case study visits	Case study visits allow the team to draw on precedents of exemplar projects and learn from their successes and challenges.
Client team	The client is the commissioning entity for a project.

Key term	Definition, overview or description
Collective creative approach; co-creation, co-design, and co-production	<p>A collective creative approach is making, designing and creating with people using participatory and collaborative methods. It emphasises leveraging a specific group's collective expertise and creativity to achieve a desired outcome. The collective approach involves designing together, fostering relationships, promoting collective thinking, shared consensus decision-making, and creating partnerships. Also, importantly tackling power imbalances between different stakeholders, design, and client teams.</p> <p>To enable co-design, structures and partnerships should be established to give individuals agency and facilitate active participation in designing together. Ideally, an interdisciplinary collaboration should involve architects and other built environment professionals who possess the skills to facilitate a collective engagement process. For example, a collective creative approach can inspire and assist young people from underrepresented, disenfranchised, or historically marginalised communities. It is important to note that a genuine collective creative approach begins before any decision-making process has commenced.</p> <p>Other descriptions of co-terms include collaborative design, community design, cooperative design, co-planning, co-deciding, co-evaluation, co-delivery, and co-build. The definitions below relate to this overlay:</p>
Co-creation	<p>Co-creation (collective creation) is creating together. Knowledge sharing between the project team and participants in developing a brief, strategy, vision, solutions, or initiatives using creative, participatory methods.</p> <p>Usually, during work stages 0 to 1, co-creation can identify and define project objectives, goals, and performance criteria. By involving participants in the initial stages of a project, co-creation can ensure that the project's outcomes align with the community's needs and aspirations.</p> <p>This can lead to more significant support and ownership of the initiative, helping to ensure its sustainability and effectiveness. Co-creation can also promote innovation and creativity by bringing diverse perspectives and ideas. Links to levels of engagement: co-creation can lead to nurturing a sense of agency with participants, and treat them equally, leading to a more collaborative process. This approach aims to understand better the needs, preferences, and perspectives of all parties involved. Co-creation seeks solutions that better meet the site's and participants' needs and positively impact the environment and society.</p>

Key term	Definition, overview or description
Co-design	<p>Co-design (collective design) is making together; between the project team and participants to develop and refine the design, actively using creative, participatory methods.</p> <p>Typically, during project work stages 2 to 4, the project team and participants work closely with participants to gather their input, insights, and feedback on the design proposals. Then, based on this feedback, it refines the design to create a tailored design that meets project needs, is functional, economically, and technically feasible, and reflects the community's needs and aspirations. Links to levels of engagement: co-design can enable agency participants and treat people equally, leading to a more collaborative process. Co-design aims to promote inclusivity, diversity, and equity in the design process and to create more user-centred, sustainable, and socially responsible proposals.</p> <p>"Co-design is not the same as public participation. One of the key differences between public participation and co-design is that the later implies collective design, as the term itself suggests – the prefix co- means together, which leaves co-design as designing together." Ethics of Co-design</p>
Co-production	<p>Co-production (collective production, sometimes collective build) is to produce together where the project team and participants work together to physically produce and build a project, feature, or component actively using creative, participatory methods.</p> <p>It involves a shift from a traditional, top-down design and build model to a more collaborative and participatory approach. The Co-production process aims to ensure that proposals are designed and delivered to meet the needs and preferences and that they are encouraged to shape the proposals actively. Co-production can occur at work stages 4 to 6, requiring process, training, budget, limitations, and governance confirmation. Links to levels of engagement: Co-production can enable participants and treat them equally as partners, leading to more collaborative outcomes.</p>
Communication strategy	<p>Delivering a successful engagement plan relies on a clear communication strategy. This should be led by the Engagement Lead, and will likely require significant input from the client team, project team and design team and potentially other communications specialists for more complex or sensitive projects.</p>
Community	<p>A community is a group with shared characteristics such as geography, time (past, current, and future), attitude, culture, identity, or interests. However, a community is not a homogenous group; people will likely belong to more than one identifying community. Communities may not be static and have different meanings to different people, and engaging with a community requires acknowledging and respecting this diversity.</p>

Key term	Definition, overview or description
Community charter	<p>A community charter document combines a ‘constitution’ and ‘strategic plan’, a voluntary partnership agreement between the project team and the community. The purpose of a community charter is to provide a shared vision, define local needs and a set of principles that guide a development initiative and inform decision-making processes at the local level. It can serve as a reference point for the project team, stakeholders and participants, and local authorities when considering policies, projects, or actions that may impact the community. A charter serves as a guiding framework for engagement associated with a development, aiming to improve the quality of life for communities.</p> <p>It is important to note that the specific details and implementation of community charters can vary across different regions and localities within the UK, as they are typically developed at the local level to reflect each community’s unique characteristics and needs.</p>
Community Design Review Panel	<p>Community Design Review Panels (CDRP) or Community Review Panels (CRP) are often affiliated with a local planning authority and offer insights and guidance during the initial pre-application phases of a project. CDRP consists of a group of a diverse range of local volunteers from a demographic and geographic area who have no experience in built environment issues, chaired by an engagement expert. They are not project-specific steering groups. Training may be required for some members to help them read plans and documents.</p>
Considerate Constructors Scheme	<p>The Considerate Constructors Scheme is a voluntary scheme, for contractors and organisations actively trying to improve the way they work, by raising their standards in being more considerate to communities, the environment and their workforce.</p>
Construction team	<p>The construction team is responsible for manufacturing, assembling, or constructing a building, including the logistics and contractual relationships connected with this. The level of design input will be driven by the contractual obligations.</p>
Design code	<p>A design code is a set of design requirements for the physical development of a site or area. It is made up of rules that are clear, specific and unambiguous, and it should normally include extensive graphical illustrations. The code should build upon a design vision, such as a masterplan or other design and development framework for a site or area and often results in ‘zoning’ criteria.</p> <p>Community led design code is a code that is co-created with a steering group and, or community. Similar to a community charter. It aims to make navigating a complicated design and planning process easier, ensure high-quality projects, add character, give communities agency, build confidence in the system, and speed up the planning process. It can be linked to measures of success.</p>

Key term	Definition, overview or description
Design team	<p>The design team is responsible for the design of the building, for producing the information required to manufacture and construct it (not to be confused with the Client). Anyone who designs, engineers or contributes advice or information that will be used as part of the design process needs to be in the design team (including the Engagement Lead).</p> <p>The design team is led by the lead designer (responsible for coordinating the inputs and information from each design team member), and will vary depending on the size and complexity of the project.</p>
Engagement desktop study	<p>Refers to researching and analysing past engagement outcomes in a specific area or location. Typically, this involves reviewing and studying key reports, documents, and data related to past engagement efforts, such as post-occupancy evaluations, surveys, and public feedback.</p> <p>An engagement desktop study aims to better understand the community's needs, priorities, and concerns and identify potential challenges or opportunities for engagement in the area. By conducting a thorough engagement desktop study, project teams can develop more effective and targeted engagement strategies bespoke to the local community's unique characteristics and needs. Ensure engagement is contextual concerning recent or concurrent engagement for projects impacting the same area or group of stakeholders.</p>
Engagement lead	<p>The engagement lead is an individual or organisation entrusted with the crucial role of managing, facilitating, resourcing, and executing the engagement programme, activities and plan. The selection of the engagement lead should be based on consideration of factors such as the project's context e.g. diversity of stakeholders, their relationship to locality or neighbourhood, scale, sensitivity, complexity, client requirements, program, and budget.</p> <p>It is essential to assess whether the client team, design team, specialist practitioner, or facilitator is the most suitable candidate for this role. They must have effective communication skills and adaptability; key attributes for the engagement lead to navigate the evolving dynamics of the project and its stakeholders.</p> <p>The emphasis should be on promoting a collaborative approach to engagement that involves multiple disciplines.</p>

Key term	Definition, overview or description
Engagement methods	<p>Select appropriate methods according to the scope and purpose of engagement. The participants and project team needs the balance of digital and in-person engagement, capabilities, proportionality, site context, project scale, resources, budget (including non-cash or cash reciprocal payments to participants), programme and timelines. Refer to the reference for information on methodology:</p> <ul style="list-style-type: none"> • One size does not fit all; • Listen and explore through different lenses; inclusive, diverse, representative; and • Individual to collective: to enable 'depth' and 'breadth'. <p>When planning and implementing engagement methodology, it is essential to consider the different segments within communities and tailor the approach accordingly. This may involve employing various communication methods, utilising multiple languages, considering accessibility needs, and providing opportunities for different voices to be heard.</p>
Engagement plan	<p>The engagement lead creates a written document in conjunction with the project brief and consistently reviews it throughout the project. The insights extracted from the engagement plan guide the procedural aspects of the project and contribute to the evolution of the design at every stage of the work.</p> <p>Preliminary engagement plan</p> <p>Overall engagement scope, purpose, aim(s) and objectives, relevant policies, engagement study area, stakeholder engagement map and register, desktop study, appraisal of impact on protected characteristic groups. Related to RIBA Work Stage 0.</p> <p>Engagement plan</p> <p>Review the stakeholder engagement map; define the scope of the engagement; review purpose, aim(s) and objectives. Define language and terms of reference for engagement, determine the measurement of success, engagement methods, register of participants, financial aims and limitations and engagement outcomes.</p>
Engagement outcomes	<p>Relate to the results and findings of the engagement and how they inform project decisions, in particular, record whether the outcomes are applied or not.</p> <p>Engagement outcomes typically include activities, results, and conclusions and can be linked to measurements of success to evaluate the effectiveness of the engagement process in achieving its aims and objectives.</p>

Key term	Definition, overview or description
Engagement programme	The engagement programme schedules all critical engagement activities with the design and build programmes to ensure activities are undertaken at the right time to enable appropriate time and resource to meet the engagement plan, and feed in to associated work stage requirements to support successful engagement plan outcomes.
Engagement study area	<p>Establishing a specific area is essential for effectively targeting engagement efforts and determining the individuals or groups to be engaged. Ideally, the study area is confirmed with the local authority for major developments. A coordinated and integrated approach can be selected by identifying a specific geographic and demographic region, both current and future, significantly increasing the likelihood of effective and sustainable engagement initiatives. The study area serves as a transparent framework for precisely focusing on engagement initiative(s), considering essential factors, demographics such as population size, diversity, socio-economic indicators, and unique characteristics and features, including culture, that shape the area's significance.</p> <p>Furthermore, aligning the engagement study area with existing local plans or initiatives creates valuable synergies, maximising the impact of engagement efforts and ensuring their integration into broader community goals.</p> <p>Note that while seeking planning approval from the local authority is critical, exploring diverse engagement strategies beyond official channels is equally vital.</p>
Equality Impact Assessment (EqIA)	<p>An Equality Impact Assessment (EqIA) is a systematic and objective analysis of the potential impact of policies, practices, and decisions on people with protected characteristics. By undertaking an EqIA process, project teams can identify and address any possible discrimination causing a negative impact before it happens and take relevant action to avoid and mitigate it.</p> <p>It helps organisations to meet their legal and ethical obligations under equality and human rights legislation and policies, such as the Equality Act 2010 in the UK. It involves collecting and analysing relevant data, consulting with stakeholders, and using the findings to inform decision-making and action planning.</p>

Key term	Definition, overview or description
Levels of engagement	<p>The five levels of the IAP2 Spectrum of Public Participation (see ‘Public Participation under ‘Useful References’) – inform, consult, involve, collaborate, empower – constitute increasing degrees of impact (as you move from left to right) that decision-making bodies are engaging about.</p> <p>Each level on the spectrum differs in terms of the influence and impact stakeholders, and participants have on shaping the definition of a problem or opportunity and making decisions about the best solutions to problems. An engagement plan ideally has multiple levels of public participation; this assists in fostering trust, sustaining motivation, and encouraging future participation.</p> <p>The levels of engagement also relate to depth and breadth. The most suitable approach should be chosen based on the project's type and context, the extent of the decision-making powers of stakeholders, the available time and resources for engagement, and the quality of existing relationships and needs of stakeholders should be considered. Transparency and commitment fulfilment help create an environment of trust and accountability, regardless of the chosen level of engagement - for example, a collective creative approach (co-design etc.) sits in-between to collaborate and empower. Ultimately, striking a balance between participation and efficiency is critical. What matters most is being transparent about the chosen level of engagement, the reasons behind it, and fulfilling the commitments made to participants.</p>
Measures of success	<p>Measuring the success of the overall achievement of engagement aim(s) or goal(s), using quantitative or qualitative criteria to evaluate the effectiveness or efficiency of a project, initiative or programme. The impact of the engagement process can help identify areas where changes could be made to the project to better meet stakeholders' and participants' needs and expectations. It aims to achieve its aims and objectives as defined by the project team and participants to measure against and to be reviewed throughout the engagement process. They also can determine insights into participants' level of interest, motivation, commitment, satisfaction, or enjoyment.</p>
Participants	<p>Participants refers to stakeholders actively involved in a project or activity, typically through collaboration and engagement, as part of the decision-making process (linked to levels of engagement) from RIBA Work Stage 2 onwards. However, some participants might be more active at RIBA stage 0 or 1. Ensure that participants are an inclusive, diverse and representative sample; participants should be allowed to self-identify and define who they represent.</p> <p>Where available and subject to the participants' involvement, consider including reciprocal cash/non-cash payments to participants in budgets to compensate for their time and value their contributions.</p>
Plan for Use	<p>Plan for Use is the RIBA's interpretation of the Soft Landings Framework produced by the Usable Buildings Trust and BSRIA and is embedded within the 2020 RIBA Plan of Work. It encourages a more outcome-based approach to briefing, design, construction, handover and aftercare throughout the construction industry.</p>

Key term	Definition, overview or description
Plan for Use Strategy	<p>The Plan for Use Strategy should include an asset's operation and management, ensuring it is looked after appropriately in perpetuity. The Plan for Use Strategy may include land to be held for the benefit of the community (this can also be referred to as stewardship) and capture how contributions will be guaranteed for long-term management purposes, or management and maintenance of communal spaces (internal or external) and including provision for roads and footways that fall outside the adoption strategy.</p> <p>There are various legal models and approaches. It involves creating a plan to ensure that the development meets the needs and expectations of the planning consent, the users and the community over the long term, including responding to any unforeseen issues that may arise – also, gathering feedback, ensuring that their needs and addressing concerns, and ensuring that the development is sustainable and adaptable to future changes. Involving the community and users of the asset(s) helps build trust, nurture community involvement, and foster a sense of ownership. It can provide opportunities for innovation, potential upskilling, and education, enabling community members and potential participation of existing local community groups to improve the quality of their environment.</p> <p>The Plan for Use Strategy also supports the financial considerations associated with the operation, management and maintenance of the built assets, but having considered ownership, scope of responsibility.</p>
Post Occupancy Evaluation (POE)	<p>POE is the process of obtaining feedback on the performance of a building or place in use after it has been built and occupied. It is an evaluation undertaken once the building is occupied to determine whether the project outcomes set out in the project brief have been achieved. For example, POE collects information on building and energy use and user satisfaction.</p>
Project governance	<p>Defines how decisions are made, by whom, and how they are funded.</p> <p>It can be a framework of policies, processes, and procedures that define how a project will be managed and controlled. It includes the roles and responsibilities of the project team and stakeholders, decision-making processes, and performance monitoring and reporting. Effective project governance ensures that projects align with the brief, are delivered on time and within budget, and meet stakeholders' expectations. It also helps mitigate risks and ensure compliance with legal and regulatory requirements.</p>
Project risk register	<p>Identify where engagement outcomes could create, mitigate or eliminate risk throughout the project's design, development, delivery and completion. Feed these into the project risk register. Regularly reviewing constraints, risks, and opportunities to ensure effective management and early identification and mitigation of any new project risks.</p>

Key term	Definition, overview or description
Project team	<p>The project team is generally a part of the client team and concerned with the overall planning and co-ordination of a project from inception to completion, enabling completion on time, within cost and to required quality and inclusion standards. The project team may include a project manager, client representative, cost consultant, contract administrator (employer's agent), information manager and an RIBA Client Adviser.</p> <p>The project team can include all parties under the contractor to plan, design, construct and manage a project. Who is part of this team varies from project to project and may depend on which work stage the project is.</p>
Protected characteristics	<p>Must adhere to Equality Act 2010 and ensure no discrimination against any individual based on protected characteristics such as age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation. Wider characteristics should also be explored. It is important these characteristics are discussed in respect of engagement and project design considerations, to encourage best practice. For example, evidence suggests that women may be excluded or underrepresented in stakeholder engagement due to caring responsibilities, lack of time, and social norms prioritising men's voices.</p> <p>Implementing more inclusive, accessible, and diverse engagement practices is crucial to ensure that seldom-heard voices are part of the decision-making and represent the communities and individuals affected by the project. For more information, refer to the Inclusive Design Overlay for RIBA Plan of Work.</p>
Register of participants	<p>Implement and manage a register of participants confirming who they represent and to what extent. Ensure that stakeholders understand what being a 'participant' means and ensure the appropriate data protection measures are in place, particularly where the register may support other needs and therefore transfer to data controllers.</p>
Scope of influence	<p>Establishing the scope and extent of influence that stakeholders and participants have during engagement early in the work stages is crucial for effective stakeholder and participant involvement. This process involves defining issues, limitations and identifying negotiable and non-negotiable elements, such as design features, environmental considerations, social impacts, or resource allocation. Stakeholders and participants could influence these aspects, and their feedback can lead to adjustments in project plans, mitigating risks and enhancing effectiveness. Clear boundaries ensure an efficient engagement process, managing expectations and reducing misunderstandings, increasing stakeholders' acceptance and support for the project.</p>

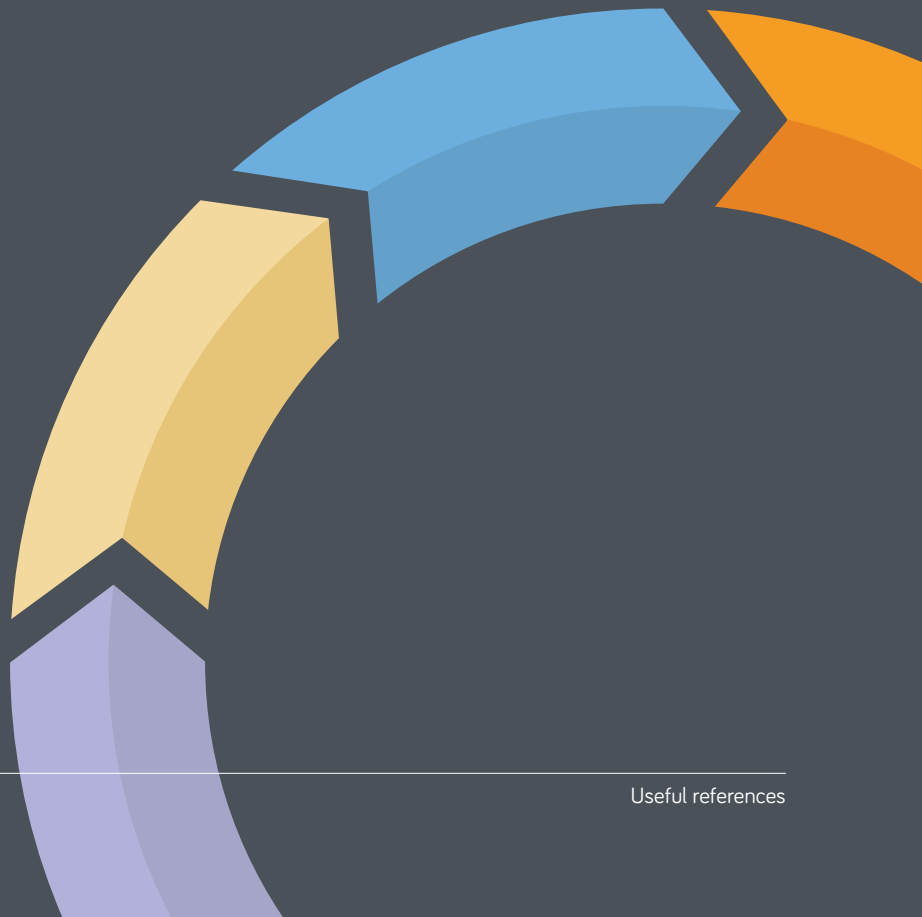
Key term	Definition, overview or description
Sign-off process	<p>The sign-off process is a formal component of the RIBA Plan of Work, representing a shared decision-making process concluded at the end of each work stage. This involves a comprehensive review and approval of completed work and engagement outcomes by both the project team and participants before progressing to the project's next stage. Within engagement, the sign-off process ensures collective agreement and approval before advancing, facilitating the identification and discussion of constraints. Additionally, it allows for the formulation of a new strategy, if necessary, thereby mitigating the risk of costly delays and disputes later in the project.</p> <p>Various approaches and techniques, such as consensus decision-making, can be employed to ensure fair and inclusive decision-making conclusions.</p>
Social value assessment	<p>HM Treasury's Green Book: "The appraisal of social value, also known as a public value, is based on the principles and ideas of welfare economics and concerns overall social welfare efficiency, not simply economic market efficiency. Social or public value, therefore, includes all significant costs and benefits that affect the welfare and well-being of the population, not just market effects. For example, environmental, cultural, health, social care, justice and security effects are included. This welfare and well-being consideration applies to the entire population served by the government, not simply taxpayers."</p>

Key term	Definition, overview or description
Stakeholders	<p>Based on the RIBA Plan of Work definition. Stakeholders or project stakeholders are any people or parties outside the project team who might influence the direction of the design or create a project constraint or opportunity. The client and design teams may need to engage with different project stakeholders – to ensure that community groups and individuals are an inclusive, diverse and representative sample.</p> <p>Stakeholders might include (but are not limited to):</p> <ul style="list-style-type: none"> • Planning or local authority department representatives • Local councillors • Building control teams • Utility companies • Community groups and individuals • Environmental bodies • Specialist interest groups • Insurance and warranty providers <p>Stakeholders do not always have contractual relationships with the project team and will have varying levels of involvement depending on their interest and influence in the project. Some may become more active and ongoing 'participants', and for others, it may be more relevant to be kept informed. The level of engagement can be recorded and monitored within the stakeholder register.</p> <p>The term "stakeholder" serves as a convenient catch-all encompassing various involved participants. However, it presents challenges due to its interpretative, formal, and sometimes overly corporate nature, potentially lacking resonance with individuals who may not readily identify as such. In certain situations, considering the inclusion of key project stakeholders as project 'partners' or exploring alternative ways to manage their involvement and contributions can foster more effective and constructive collaborations.</p> <p>Local groups may not have the capacity, resources, or ability to assess technical designs or proposals e.g. most people struggle to understand 2D plans. An allowance may be required to build capacity and capabilities—an option to commission a specialist consultant, for example, an Inclusive Design Champion or Inclusive Design Consultant. Equally, as professionals we need to tailor our communications, especially visually, to suit the needs of the stakeholders.</p>
Stakeholder engagement map	<p>Review the area's demographics and identify its current and future needs, including public health and ONS data. Determine which stakeholders should be involved and to what degree they should be involved, ensuring that the sample of stakeholders is inclusive, diverse, and representative. Use mapping techniques to clarify the key stakeholders, how the project team manages them, who the key contact is, and whether the information requires sign-off or consent. This is an ongoing process, and each work stage of engagement may identify new stakeholders as the project develops.</p>

Key term	Definition, overview or description
Steering group	<p>These types of groups provide essential guidance and direction for a project or initiative to align with the specific needs of the local context and community. They play a key role in establishing clarity regarding the governance and decision-making authority of the group. Engaging stakeholders or forming a steering group can assist in nurturing partnerships with local organisations, fostering a more inclusive and comprehensive approach to engagement.</p> <p>Comprising a diverse and inclusive range of participants typically located within the study area, these groups regularly convene to assess progress at each project stage, address challenges, and make decisions. It is advisable to evaluate group members at the conclusion of each work stage to prevent exclusivity, stimulate fresh perspectives, and encourage innovative ideas. Their role is to ensure the project remains on track and achieves its defined goals, objectives, and design requirements.</p> <p>Similarly, other groups, such as peer-review groups, user groups, advisory groups, citizen panels, and Community Design Review Panels, may have distinct mandates.</p>



Appendix: Useful references



Useful references

Listed below are various useful websites, guides, and publications that can assist you in creating and facilitating your engagement plan and process.

This overlay links to the following United Nations Sustainability Development Goals (UNSDG);



11.3 By the end of 2030 enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.



16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.



10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

ACD Resources	A wide range of useful resources related to engagement, co-design, and participatory processes. ACD Resources
Community Engagement Guide, Nottingham City Council	Assists designers, developers, authorities, and stakeholders in community engagement for projects in the City of Nottingham. Nottingham Guide
Community Engagement in Practice, RTPI	Offers good practice guidance for public and private organisations for projects of both strategic and local scope. RTPI Community Engagement
Considerate Constructors Scheme strategy	Making meaningful impact that supports raising standards in construction and working to build trust. Considerate Constructors Scheme strategy
Consultation principles: guidance, UK Government, 2019	Government guidance on improving consultation approaches, emphasising clarity, purpose, and informativeness. Recommends appropriate durations, targeted outreach, and transparency. UK Gov Consultation
Design Council, Space Shapers	Shape Shapers is a methodology to evaluate and improve the quality of public spaces, developed by the Design Council. Space Shapers


Design Quality Indicators, Construction Industry Council	The DQI is a framework and assessment tool to evaluate and enhance design quality in the built environment. Design Quality Indicators
Digital Community Engagement Case Studies, UK Government	Examines how new technology is changing community engagement in the planning system. Digital Community Engagement
Good Practice Guide to Public Engagement by RTPI Planning Aid	Practical advice for public engagement in development schemes requiring planning consent. Good Practice Guide
Guide to Engaging Community, American Institute of Architects	Addresses three forms of community engagement, providing guidance for architects on engaging in communities. AIA Guide
HM Treasury's Green Book	The Green Book is guidance issued by HM Treasury on how to appraise policies, programmes and projects. It also provides guidance on the design and use of monitoring and evaluation before, during and after implementation Green Book (2022)
Inclusive Engagement Toolkit, Quality of Life Foundation	Practical advice on ensuring inclusive community engagement, sharing learning from the Community Consultation for Quality of Life project. Inclusive Engagement Toolkit
Information Commissioner's Office UK GDPR Guidance and Resources	The ICO provides best-practice guidance on data protection policies and references for engagement. Comprehensive resources and guidelines help organisations develop effective data protection policies. ICO Guidance

IAP2's three pillars for effective P2 processes, developed with broad international input, form the foundation of processes reflecting the interests and concerns of all stakeholders. [IAP2 Pillars](#)

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Image: IAP2 Spectrum of Public Participation. ©International Association for Public Participation www.iap2.org.

The Core Values define the expectations and aspirations of the public participation process. The Code of Ethics speaks to the actions of practitioners. [IAP2 Code of Ethics](#)

National Standards for Community Engagement, Scotland

Good-practice principles designed to improve and guide community engagement. A way to build and sustain relationships between public services and community groups. [National Standards](#)

New Conversations 2.0: LGA Guide to Engagement, LGA, 2019

Resources supporting basic aspects of engagement, focusing on pure consultation. Explores best practices, legal requirements, and steps for effective engagement around decision-making. [LGA Guide](#)

People Powered Places: Practical Guide by Metropolitan Workshop

A research project on community participation methods in planning and housing design. [People Powered Places](#)

Place Standard Toolkit, The Scottish Government

An assessment tool for places, providing a framework with 14 questions to structure conversations about the physical and social aspects of a place. [Place Standard Toolkit](#)

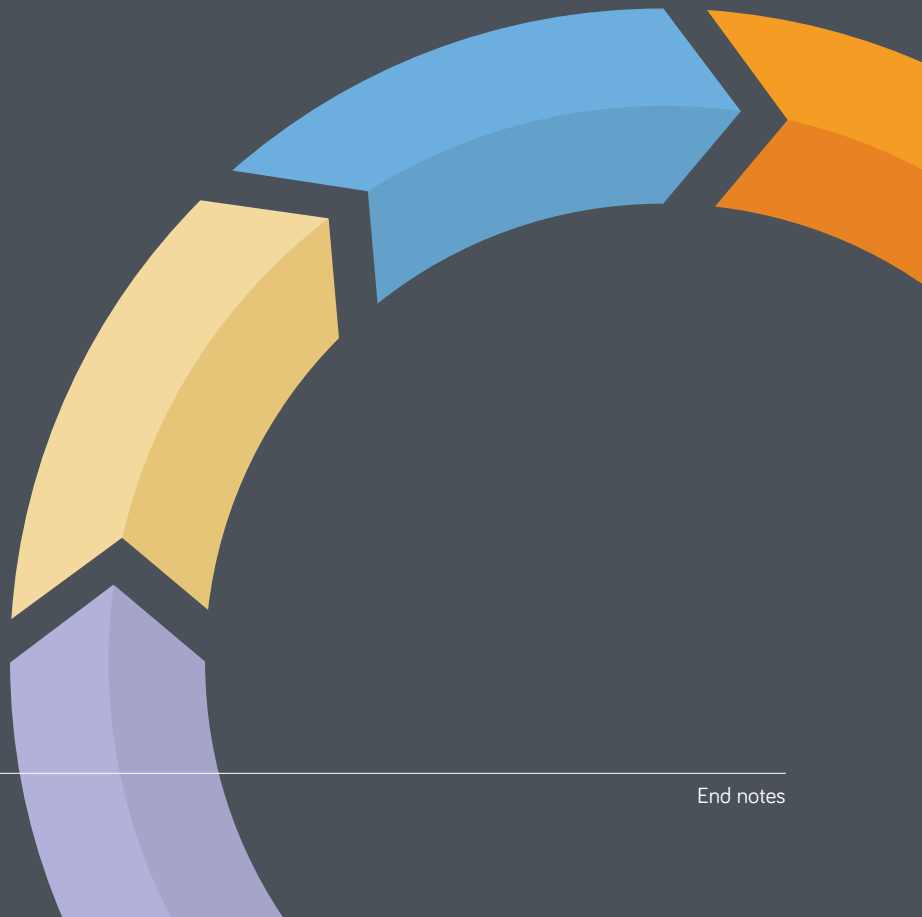
RIBA Inclusive Design Overlay to the Plan of Work

This Inclusive Design Overlay provides guidance on implementing inclusive design through each RIBA Plan of Work stage.

RIBA Plan of Work	The RIBA Plan of Work is the definitive model for the design and construction process of buildings. The RIBA Plan of Work 2020 Overview provides complete guidance.
RIBA Post Occupancy Evaluation: an essential tool for the built environment.	This report makes the case for embedding Post Occupancy Evaluation (POE) into all projects to make the built environment greener, healthier and better value for money. RIBA Post Occupancy Evaluation: an essential tool for the built environment
RIBA Social Value Toolkit for Architecture	Guidance from the RIBA and the University of Reading on evaluating the social value impact on people and communities delivered by a project. There is also social value in participation, supporting communities to help design and build their homes and neighbourhoods RIBA Social Value Toolkit for Architecture
RTPI North West - Community Engagement in Practice	This document provides some good practice guidance on how public and private organisations have successfully consulted with the public during 2020/2021 for projects of both strategic and local scope RTPI North West - Community Engagement in Practice
Scottish Co-production Network	Supporting co-production policy and practice across Scotland. Scottish Co-production Network
TCPA Guide to Long Term Stewardship and Homes England	Garden communities toolkit. Information about creating long-term maintenance and management arrangements for your garden community. TCPA Guide to Long Term Stewardship
The Ethics of Co-design, Pablo Sendra	Defines ten ethical principles for running co-design processes to prioritise genuine community involvement. Ethics of Co-design
The Place Standard tool with a Climate Lens, The Scottish Govt.	Integrating a Climate Lens with the Place Standard Tool for understanding the place-based dimensions of climate change. Place Standard Climate Lens
The Value of Early Engagement in Planning, Scottish Land Commission	The purpose of this research is to demonstrate the value of early conversations with communities about significant land use changes. The Value of Early Engagement in Planning
Towards Spatial Justice: A Codesign Guide, DSDHA	Research advocating for co-design as a more inclusive process for development. Spatial Justice Guide
What is Co-design? A brief overview by KA McKercher	An overview of Co-design as a movement and set of tools for designing with, not for. Co-design Overview

B.

Appendix: End notes



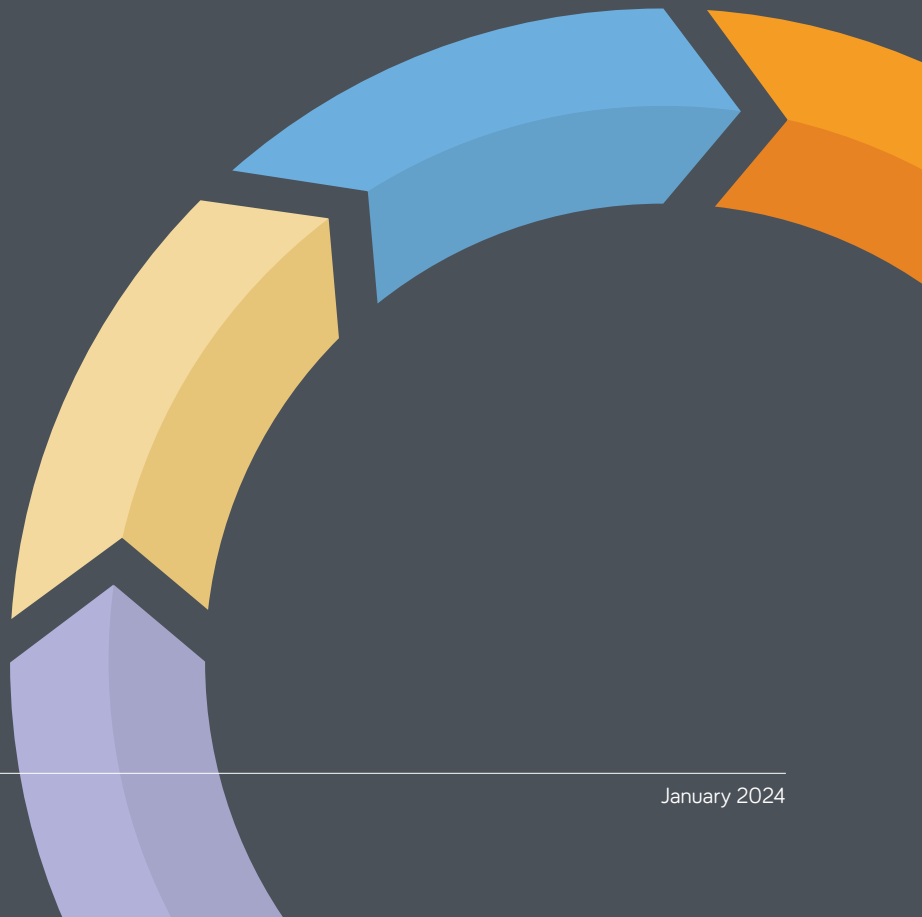
Currently, planning legislation and policies in the United Kingdom for engagement vary nationally, regionally and locally. Refer to your local resources for current policy.









Evidence-based points that demonstrate the skills gap in engagement within the built environment sector:









New Architects 3: Britain's Best Emerging Practices (2016)	Architects need to enhance skills in community engagement. - Emphasis on working with diverse communities and non-expert stakeholders. https://www.ribabooks.com/new-architects-3-britains-best-emerging-practices_9781858946450
CaCHE (2022)	Review on community engagement in housing development. - Developers and planners need a better understanding of effectively engaging communities. https://housingevidence.ac.uk/wp-content/uploads/2022/04/220406-Public-participation-in-planning-in-the-UK_v3.pdf
Building Better, Building Beautiful Commission (2020)	Community engagement is crucial for creating beautiful and sustainable places. This resource identifies a lack of skills and capacity in the built environment sector. https://www.gov.uk/government/publications/living-with-beauty-report-of-the-building-better-building-beautiful-commission
TCPA's Raynsford Review (2018)	Community engagement in planning is often tokenistic. - This resource recommends better education and training for effective communication, particularly with diverse communities. https://www.tcpa.org.uk/the-raynsford-review-of-planning
Independent Review of Building Regulations (2018)	Architects need more skills and training to engage with communities on fire safety and building-related issues.
Skills for Greener Places (2022) - Landscape Institute	Landscape businesses may lack skills to lead engagement efforts due to high commercial demands. - Addressing the lack of skills in demonstrating social value. https://www.landscapeinstitute.org/publication/skills-for-greener-places-a-review-of-the-uks-landscape-workforce/
Design Deficit (2021) - Place Alliance, Design Council, etc.	Proactive community engagement in design is minimal - and design-related training remains basic within Local Authorities. https://placealliance.org.uk/wp-content/uploads/2021/07/Design-Skills-in-Local-Authorities-2021_Final.pdf
Recruitment and Skills Report (2022/2023) - Public Practice	46% of respondents feel a lack of necessary placemaking skills in community and participatory engagement. https://www.publicpractice.org.uk/uploads/Recruitment-and-Skills-Report_Public-Sector-Placemakers_by-Public-Practice_v1.0_September-2023.pdf











Appendix: Engagement Overlay to the RIBA Plan of Work



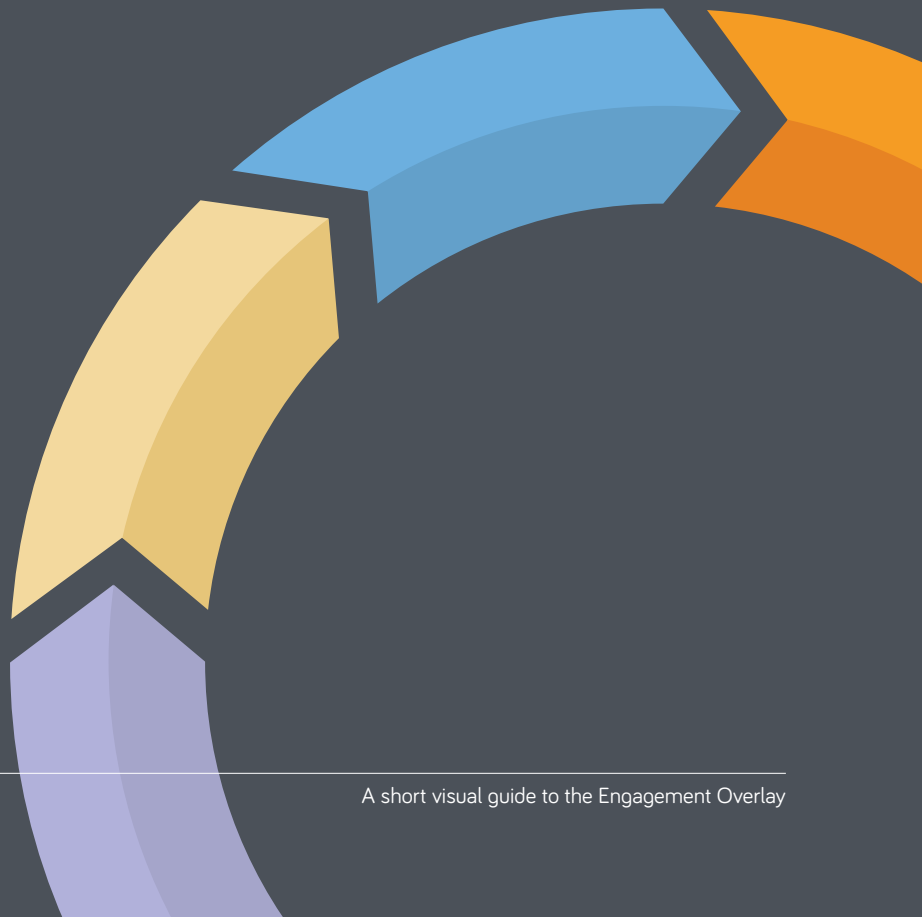
	 Strategic Definition	 Preparation and Briefing	 Concept Design	 Spatial Coordination	 Technical Design	 Manufacturing and Construction	 Handover	 Use
Core tasks	<p>Assess the engagement resource requirement and designate a person or organisation as Engagement Lead.</p> <p>Prepare a Preliminary Engagement Plan to define the overall engagement strategy and support the Engagement Programme.</p> <p>Commence the Engagement Desktop Study, having confirmed the Engagement Study Area with the client team and Local Authority.</p> <p>Create a Stakeholder Engagement Map and register.</p> <p>Appraise potential impact on protected characteristic groups. Consider using an Equality Impact Assessment (Equality Impact Assessment).</p> <p>Insights from the Preliminary Engagement Plan to inform the initial design brief and business case. Evaluate against the client's requirements and contribute to the Project Risk Register.</p> <p>Table operations, maintenance and management through the Plan for Use Strategy.</p> <p>Issue the Preliminary Engagement Plan for review and client team approval. the client team and project team must understand the importance and value of engagement.</p> <p>Link Preliminary Engagement Plan with Communication Strategy.</p>	<p>Identify and appoint the individual or team as the Engagement Lead responsible for leading the engagement process.</p> <p>Review the Stage 0 Preliminary Engagement Plan to develop the Engagement Plan.</p> <p>Identify engagement budget and Engagement Programme requirements.</p> <p>Consider the Plan for Use Strategy and the management and maintenance of schemes.</p> <p>Review and contribute to the Project Risk Register in respect of engagement-related risks.</p> <p>Identify budget and Engagement Programme to be approved by the client team and the design team. The client and design team must understand the importance and value of engagement.</p> <p>Consider the Plan for Use Strategy and model types for the management and maintenance of schemes.</p> <p>Review and contribute to Project Risk Register in respect of engagement related risks.</p> <p>Engagement Plan to be approved by the client team and design team, who must understand the importance and value of engagement.</p> <p>Complete stage sign-off process with the client team and design team (and with participants where appropriate).</p>	<p>Ensure participants understand the work stage processes and Project Governance. Use clear, non-technical and inclusive language.</p> <p>Confirm Data Protection Principles and participant consent.</p> <p>Commence Engagement Programme with participants.</p> <p>Review and update the Engagement Plan and link to the Communication Strategy.</p> <p>Undertake Engagement Programme and budget review.</p> <p>Update and contribute to the Project Risk Register in respect of engagement-related risks.</p> <p>Complete stage sign-off process with the design and client teams.</p>	<p>Ensure participants understand the work stage process and Project Governance. Use clear, non-technical and inclusive language.</p> <p>Review and update the Engagement Plan (with the construction team, if applicable). Link to the Communication Strategy.</p> <p>Update and contribute to the Project Risk Register in respect of engagement-related risks.</p> <p>Define a vision within the Plan for Use Strategy for management and maintenance.</p> <p>Undertake Engagement Programme and budget review.</p> <p>Complete stage sign-off process with the design and client teams.</p>	<p>Ensure participants understand the work stage process and Project Governance. Use clear, non-technical and inclusive language.</p> <p>Review and update the Engagement Plan (with the construction team, if applicable).</p> <p>Contribute to the review and development of the Plan for Use Strategy.</p> <p>Undertake the Engagement Programme and budget review.</p> <p>Update and contribute to the Project Risk Register in respect of engagement-related risks.</p> <p>Reconfirm communications channels specified; procurement process identified.</p> <p>Complete stage sign-off process with the design and client teams.</p>	<p>Ensure participants understand the work stage process and Project Governance. Use clear, non-technical and inclusive language.</p> <p>Evaluate impact mitigation and communicate to stakeholders matters diverging from initial design strategy and construction progress.</p> <p>Construction team to update stakeholders at agreed intervals on project progress, including design changes that may affect the previous Engagement Outcomes.</p> <p>Involve stakeholders in the launch and completion of the project.</p> <p>Ensure the implementation of the Plan for Use Strategy, supporting effective communication and handover processes and training as required.</p> <p>Ensure that any outstanding issues or concerns raised during the engagement process are appropriately addressed before the handover.</p> <p>Link with Communication Strategies.</p> <p>Complete stage sign-off process with design team, construction team and client team (option with participants and stakeholders).</p>	<p>Ensure participants understand the work stage process and Project Governance. Use clear, non-technical and inclusive language.</p> <p>Implement a feedback mechanism for participants on the overall engagement and handover process.</p> <p>Evaluate project performance focussing on engagement aspect.</p> <p>Evaluate Measures of Success and effectiveness of the engagement on the project.</p> <p>Analyse the success of the project to meet the Engagement Outcomes, the Plan for Use Strategy and the Engagement Plan, through stakeholder feedback and 'lessons learnt' or post-occupancy evaluation.</p> <p>Submit, as part of the Building Manual or similar, a summarised assessment of the extent to which Engagement Outcomes have informed the project and post-occupancy evaluation outcomes.</p> <p>Explore opportunities for collaborative initiatives, as well as establishing a mechanism for ongoing communication and support, post-handover.</p> <p>Complete the stage sign-off process with the design team, construction team, and client team (and with participants where appropriate).</p>	<p>Asset Management Team and client team to understand the maintenance and management process and Project Governance. Use clear, non-technical and inclusive language.</p> <p>Ensure budget to deliver long-term Engagement Plan.</p> <p>Concluded post-occupancy evaluation outcomes reviewed. Annually review end-user needs.</p> <p>Support ongoing requirements within the Plan for Use Strategy, in line with the Engagement Plan. Ensure the plan remains in place for the entirety of the project's lifespan.</p> <p>Facilitate regular forums or meetings to provide updates on project performance, gather feedback and address any stakeholder concerns or suggestions.</p> <p>Establish a clear protocol for handling unforeseen stakeholder challenges and implement a performance monitoring system related to asset management, user satisfaction and operational efficiency. Define roles, responsibilities, and communication channels.</p> <p>Additional proposals may trigger commencing Stage 0.</p>

	 Strategic Definition	 Preparation and Briefing	 Concept Design	 Spatial Coordination	 Technical Design	 Manufacturing and Construction	 Handover	 Use
Advisory tasks	<p>Consider which stakeholders are to be partner(s) and establish Project Governance and decision-making process.</p> <p>Prepare a detailed socio-economic analysis within the study area and beyond.</p> <p>Identify case studies to visit representing exemplary projects.</p> <p>Coordinate a Co-creation workshop to shape aim, objectives and scope.</p> <p>Consider Equality Impact Assessment (EqIA) to feed into the Engagement Plan.</p> <p>Link Preliminary Engagement Plan with Social Value Assessment.</p>	<p>Explore opportunities and resources to enable Capacity Building with stakeholders.</p> <p>Determine Measures of Success for the engagement process.</p> <p>Complete a detailed socio-economic analysis to inform design decisions.</p> <p>Explore opportunities for collaborative initiatives with stakeholder groups with the client team. Consider if stakeholders are to become a partners' entity.</p> <p>Coordinate a Co-creation workshop to further explore local knowledge and contribute to the design brief.</p> <p>Consider the Co-creation of a Community Charter or community led Design Code.</p> <p>Coordinate Case Study Visits to exemplary projects.</p> <p>Engagement Lead to collaborate with stakeholders on producing the Engagement Plan.</p> <p>Define governance, remit, and coordinate the Steering Group(s) formed with participants, including links to stewardship's longer-term commitment.</p>	<p>Revise Equality Impact Assessment (EqIA) to feed into Engagement Plan.</p> <p>Assess Measures of Success.</p> <p>Discuss with participants opportunities to influence and make use of planning obligations.</p> <p>Consider Co-designing temporary / prototyping / demonstration to show intent and design options.</p> <p>Check with the design team and Steering Group at agreed intervals on decisions made and progress.</p> <p>Complete a sign-off process with Steering Group.</p> <p>Review Engagement Plan and link it with the Social Value Assessment.</p> <p>Submit the Engagement Plan as part of the Statement of Community Involvement or similar.</p> <p>There may be a mandatory requirement for consultation.</p> <p>Define specific aims and objectives for the Plan for Use Strategy.</p>	<p>Evaluate the Steering Group participants, decisions made and progress. Complete work stage sign-off.</p> <p>Revise and update Equality Impact Assessment.</p> <p>Explore collaborative initiatives with community groups or local organisation. Linked to stewardship.</p> <p>Consider Co-designing temporary / prototyping / demonstration to show intent and design options.</p> <p>Collaborate with participants as part of the build and Co-production of the project, and confirm the process, training, budget, limitations and Project Governance.</p> <p>Explore participants' involvement in the procurement process and selection of contractors.</p> <p>Link Engagement Plan with Social Value Assessment.</p> <p>Prepare and commit to a joint Community Charter.</p> <p>Co-ordinate and submit the Engagement Plan into the Statement of Community Involvement or similar.</p> <p>There may be a mandatory requirement for consultation.</p>	<p>Sign-off completed with the Steering Group.</p> <p>Provide training for the Steering Group about the procurement process and its application to the project.</p> <p>Final review of the design concerning the impact on protected characteristics, e.g., through Equality Impact Assessment.</p> <p>Explore opportunities for collaborative initiatives for construction and maintenance.</p> <p>Consider Co-designing temporary / prototyping / demonstration to show intent and design options.</p> <p>Collaborate and tender with participants as part of the build and Co-production of the project.</p> <p>Check with the design team and Steering Group periodically on decisions made and progress.</p> <p>Complete a sign-off process with Steering Group.</p> <p>Support the participant's involvement with the procurement process and selection of contractors, where appropriate.</p> <p>Review risk assessment related to Engagement Plan Outcomes. Contribute to Project Risk Register.</p>	<p>Provide training for the Steering Group about the construction process and its application to the project.</p> <p>Ensure implementation of the Considerate Constructors Scheme strategy by the client team or contractor.</p> <p>Implement Co-production and build with participants for the project.</p> <p>Subject to the procurement route, consider adopting principles of LM3 (the Local Multiplier 3).</p> <p>Consider bespoke parts of the project to develop post-completion with participants, for example public art.</p> <p>Involve the Steering Group to provide feedback about the project ahead of completion.</p> <p>Explore opportunities for collaborative initiatives with community groups or local organisations for construction and maintenance.</p>	<p>Provide a training session for the Steering Group about the management process.</p> <p>Link with Social Value Assessment with post-occupancy evaluation.</p> <p>Assess the efficacy of Equality Impact Assessment process.</p> <p>Plan for launch event/ opening event with stakeholders, project, construction and client teams.</p> <p>Encourage the project team to identify areas for continuous improvement based on the evaluation of the engagement process.</p>	<p>Co-create with stakeholders and/or the Asset Management Team to contribute towards the Plan for Use Strategy and Engagement Plan.</p> <p>Review post-occupancy evaluation outcomes and implement changes and amendments, if required.</p> <p>Provide a training for stakeholders and users to support their involvement with long-term operations, management and maintenance of the assets.</p> <p>Regular review of any participant-led schemes, as part of the Plan for Use Strategy and Engagement Plan.</p> <p>Consider workshops and site visits to review and observe the use of the site with participants as part of the process.</p> <p>Co-designing bespoke parts of the project to develop post-completion, Stage 0 commencing again.</p> <p>Conduct periodic training sessions for the project team, stakeholders and end-users to ensure awareness of best practice and operational protocols.</p> <p>Initiate mentorship programme.</p>

	 Strategic Definition	 Preparation and Briefing	 Concept Design	 Spatial Coordination	 Technical Design	 Manufacturing and Construction	 Handover	 Use
Advisory tasks		Commence Equality Impact Assessment (EqIA) for further learning and understanding to feed into Engagement Plan . Link Engagement Plan with Social Value Assessment .	Consider preparing a Community Charter with project team and participants. Link Engagement Plan with Social Value Assessment .		Explore opportunities for collaborative initiatives with community groups or local organisations for construction and maintenance. Link Engagement Plan with Social Value Assessment . Consider the requirement of contractors to be part of the Considerate Constructors Scheme .			

D.

Appendix: A short visual guide to the Engagement Overlay



Engagement Overlay

Key

- ✍ Plan and prepare
- ✎ Equity and inclusion

- Communication
- ★ Deliver engagement

- 🔍 Monitor and evaluate
- ✓ Sign off

0

Strategic Definition

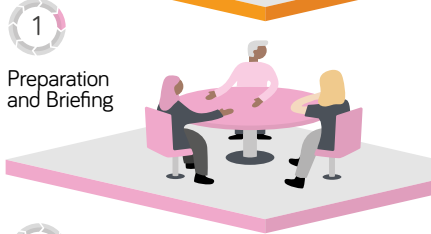


- ✍ Prepare Preliminary Engagement Plan; Outcomes to inform project
- ✎ Assess engagement lead requirement
- ✍ Prepare risk assessment relate to Engagement Outcomes

- ✎ Appraise potential impact on protected groups
- ✍ Consider Plan of Use Strategy
- Link to communication strategy
- ✓ Complete stage sign-off process

1

Preparation and Briefing



- ✍ Appoint Engagement Lead
- ✍ Review Preliminary Engagement Plan
- ✍ Develop and update Engagement Plan
- ✍ Consider Plan of Use
- ✍ Identify budget and programme

- 🔍 Monitor engagement programme, budget and engagement project risks
- ✎ Client and design team understands value of engagement.
- ✓ Complete stage sign-off process

2

Concept Design



- Ensure participants clear understanding of process
- Confirm data protection and consent
- ★ Commence Engagement Programme
- ✍ Agree Plan of Use strategy

- 🔍 Review and update Engagement Plan
- Link to communication strategy
- 🔍 Monitor programme, budget and engagement project risks
- ✓ Complete stage sign-off process; option with participants and stakeholders

3

Spatial Coordination



- Ensure participants clear understanding of process
- 🔍 Review and update the Engagement Plan
- ★ Share Engagement Outcomes to stakeholders and participants

- 🔍 Monitor engagement programme, budget and engagement project risks
- Link to communication strategy
- ✓ Complete stage sign-off process; option with participants and stakeholders

4

Technical Design

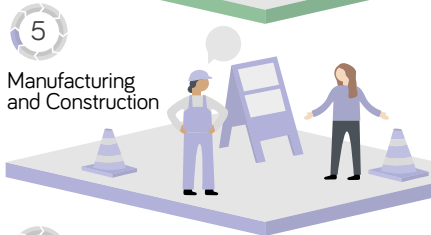


- Ensure clear understanding of process
- 🔍 Review and update the Engagement Plan
- 🔍 Review, contribute to Plan of Use
- 🔍 Link, reconfirm communication strategy

- 🔍 Monitor programme, budget and engagement project risks
- Construction team understand value of engagement.
- ✓ Complete stage sign-off process; option with participants and stakeholders

5

Manufacturing and Construction

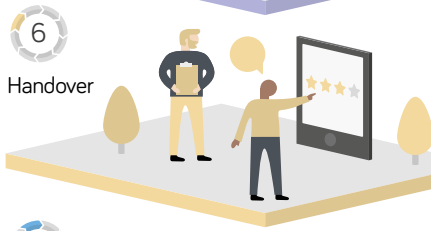


- Ensure clear understanding of process
- ✍ Implement Plan of Use
- Communicate regularly to stakeholders about planned activity
- ★ Involve Stakeholders in launch

- 🔍 Proactively address outstanding concerns
- 🔍 Review Project Risks
- Link with communication strategies
- ✓ Complete stage sign-off process; option with participants and stakeholders

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Handover



- Ensure clear understanding of process
- 🔍 Evaluate project performance regarding engagement process
- 🔍 Gather feedback via Post Occupancy Evaluation (POE) from stakeholders

- 🔍 Assess the success and effectiveness of engagement with teams and participants
- 🔍 Conduct a "lessons learnt" assessment; include outcomes in the OMM
- ✓ Complete stage sign-off process; option with participants and stakeholders

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Use



- Ensure clear understanding of process
- 🔍 Concluded POE outcomes reviewed
- 🔍 Annually review end-user needs
- 🔍 Implement and adaptively maintain the maintenance and management plan

- 🔍 Establish feedback mechanism to continuously evaluate and improve performance
- ✍ Commence Stage 0 for new proposals triggering additional work

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