Social Cohesion

Dimension #2
Social Cohesion

[SC]

Introduction

The Social Cohesion Dimension focuses on how our projects can engage communities and bring them together. It goes beyond our responsibility to be transparent and open about our work by setting out beneficial ways of engaging before, during and after a project's construction. The result should be residents and communities who feel a greater sense of local pride and belonging, with spaces and activities planned for them.

Engagement should focus on people affected by a project, especially those without the necessary assets or formal political power to directly control what happens. This Dimension helps ensure their voices are represented and their perspectives understood. Supported by our Community Engagement Handbook, it aims to make the engagement process more transparent, impactful, and inclusive.

Of the many benefits stemming from a good engagement programme, we have crafted the indicators to make sure we are:

· Communicating proactively and regularly;

· Listening to local concerns and addressing difficult issues;

· Building quality relationships with stakeholders that can continue long after the project is complete;

· Benefitting from local knowledge and expertise;

· Building trust and strengthening connections within the community.

Fundamentally we are promoting engagement that is creative, inclusive, sensitive, and planned to take place at every stage of the project. In doing so, we hope the way we manage the potentially disruptive process of change will ultimately strengthen social bonds and help make communities more integrated and inclusive.

How to use this guidance

The TfL Sustainable Development Framework (SDF) is designed to be applied to any form of development, from small sites to large regeneration master plans and from housing projects to mixed-use and commercial schemes. The Framework's strength lies in its ability to highlight synergies that would ordinarily go unseen or opportunities that could otherwise be overlooked. It does this by providing the technical tools to measure and balance performance sustainably at every stage of delivery, and we recommend that the SDF be built into a development project as early as possible.

These technical guidance documents provide the detail that sits alongside the Sustainable Development Framework Handbook. Together, they create a freely available tool to be accessed and used by anyone building sustainably.

The technical documents are designed to help a project team calculate and manage individual indicators effectively, and include an explanation of how each indicator is calculated and how it can be used in parallel with the RIBA Stages of Work. The initial part of the guidance offers an overview of the particular Dimension, and is followed by detail on each indicator.

The initial part of this guidance is designed to be accessible to everyone involved in a development project. It offers an overview of the particular Dimension and detail on each indicator, setting out the essential elements you will want to know to understand how the indicator works, the ways in which it can add value to a project, and how it is calculated. The later sections are more technical with a step-by-step approach to implementing the SDF in practice.

As we consider the SDF to be a living document, we continue to test, balance and refine the Framework on our projects, and alongside best practice research and industry standards. Throughout a project's lifecycle therefore, performance data for relevant indicators in terms of targets, policy and process should be collected regularly, recorded and kept up-to-date.

The aim is to gain an understanding of the opportunities and constraints within a development site. By using the indicators to help identify a project's strengths and weaknesses, strategies, interventions and design tactics can be adjusted to deliver the best overall results. Adopting a holistic approach to the indicators will identify the cases where improving or reducing the performance of one indicator may affect the performance of another. By taking into account how indicators relate to each other, more can be made of the process to find efficiencies and balance, and to optimise projects.

Each indicator in the technical guidance document is presented in the same easy-to-follow format, under the following headings:

Introduction section

What is it?

A summary of what the indicator is and what it aims to achieve and measure, with some background information.

How does it add value?

A synopsis of the importance of the indicator and the benefits it brings to a project.

From the summary and synopsis, the reader should be able to understand the context of the indicator, and also describe why it is an important component of sustainable development.

Infographic overview

What type of project does the indicator apply to?

Each indicator is categorised according to whether it is to be used for residential, commercial and/or masterplan projects. There may also be a threshold of project size for applicability.

Who is responsible?

It is assumed that the development manager for the project is responsible overall, and this list outlines which professionals or consultants lead and/or support the delivery of the indicator.

RIBA stages

The RIBA Plan of Work organises the process of briefing, designing, constructing and operating building projects into stages from zero to seven. This illustration identifies when the indicator is relevant during a project's lifecycle, as well as the types of action that happen at each RIBA stage.

Connected UN Sustainable Development Goals

Identifies linkages between the SDF and the United Nations (UN) Sustainable Development Goals.

Connected SDF indicators

A useful list of other indicators that have a relationship with the indicator being described.

Methodology section

How is it calculated?

This section details the way in which each indicator can be calculated. It is often accompanied by an illustration, or a direct link to a relevant external methodology. This may be written in more technical language and is intended for the relevant project consultant to understand exactly what information is required by the indicator.

Scoring infographic

A summary of the metric type, its units, and the targets for Good and Leading Practice. Some indicators will have a pass/fail metric, in this instance a pass would be Leading Practice.

What is the process?

Following the eight RIBA Plan of Work stages, this part describes the key actions that need to take place, and who is best positioned to carry them out. This is accompanied by a summary of the documents and reports that support the work.

The SDF process assumes that a full planning application would be submitted at the end of RIBA Stage 2 and that tender would happen at the end of RIBA Stage 4.

Actions should be adjusted as needed for projects working to alternative programmes.
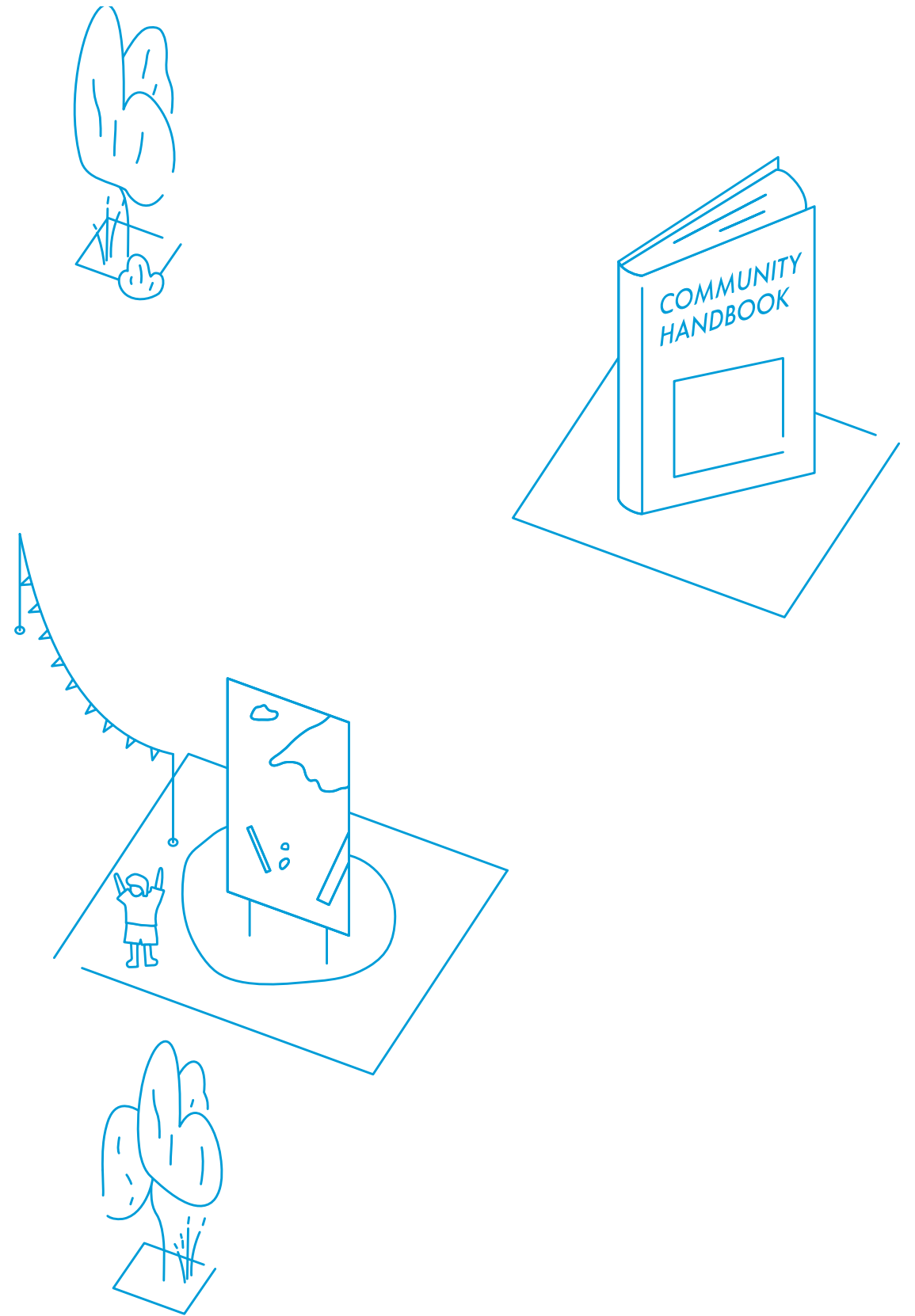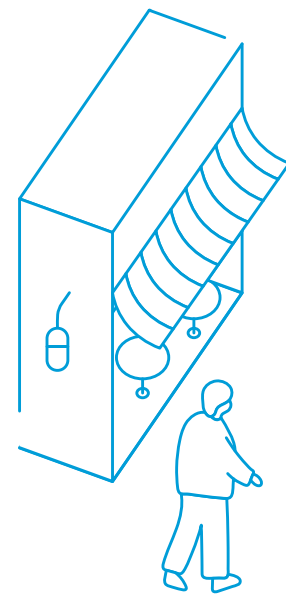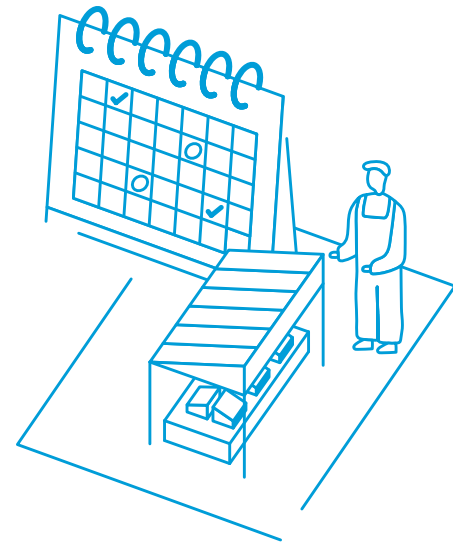
Additional information section

Relevant policy

A summary of the key policies that relate to the indicator, and that have helped to shape it. This list is not exhaustive, but provides a useful background.

Further reading

A list of additional sources of information on the indicator.

Indicators

ID no

Key Performance Indicator (KPI) name

SC1

Community Engagement before and during Planning

What is it?

Good community engagement during the planning process makes sure that everyone who lives, works or would be affected by a new development has their voice heard.

This indicator provides the framework for making sure that the local community is meaningfully engaged right from the start of the development project.

The first round of engagement should focus on the period prior to planning submission. This should start at project conception by establishing a comprehensive picture of the impacted communities on or near the site, and what is likely to matter to them, such as keeping the community together or the changes that development will bring. Next, these communities should be invited to play an influential role in shaping the design and delivery of the development. This should be achieved with genuine engagement – not a hard 'sell' – to resolve issues and build trust while making clear the scope of potential choice within the restrictions surrounding planning policy and development brief.

How does it add value?

Good community engagement is a key part of building a bridge between the development team and the people who will be directly affected by a project. Getting it right – by genuinely and sincerely involving the community in the development process – helps build trust and respect. Failure to engage with local communities at planning stage can put a new development at risk and lead to a breakdown of trust. If handled well it can help keep communities together despite the disruption, and create positive social outcome.

Many Londoners are open to developments in principle, providing that they are not imposed. When people's opinions about a development are heard, they feel involved and develop a sense of 'ownership' that will help the completed project become a part of its neighbourhood. Research shows that communities involved in the design of a place, for example, tend to make more and better use of it.

What type of project does the indicator apply to?

- ☑ Residential
- ☑ Commercial
- ☑ Masterplan
- ☑ Industrial

Who is responsible?

Engagement Consultant / Communications	●●●	leading
Development Manager	●●○	accountable
Architect	●○○	supporting
Project Manager	●○○	supporting
Communications	●○○	supporting

RIBA Stages

0	1	2	3	4	5	6	7
Optimise	Plan / Design	Deliver	See SC2	See SC2	See SC2	See SC2	

Connected UN Sustainable Development Goals

10   Reduced Inequalities
11   Sustainable Cities and Communities
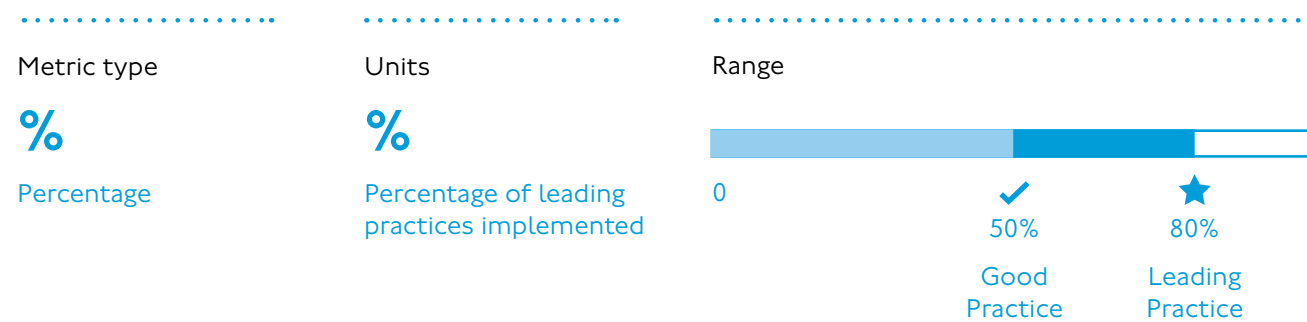16   Peace and Justice

Connected SDF indicators

- ☑ Engagement with Seldom Heard Groups
- ☑ Access and Inclusion
- ☑ Community Led Initiatives
- ☑ Playspace for Teenagers
- ☑ New Local Amenities

How is it calculated?

This indicator is calculated as a cumulative score, built up over the RIBA work stages, and is based on the deliverables shown in the table overleaf.

Good Practice carries 50 per cent of the weighting. This is achieved by building up the essential elements of community engagement. The remaining 50 per cent is achieved by going above and beyond these good practice deliverables and finding ways to engage communities that are collaborative and empowering.

It is important that the engagement activities are undertaken at the indicated RIBA workstages so that engagement is meaningful. Commencing initial outreach after RIBA Stage 0, and once the brief has been fixed, limits engagement to informing and consulting rather than involving and collaborating. As such activities not undertaken during the indicated workstages are not to be scored.

Metric type

%

Percentage

Units

%

Percentage of leading practices implemented

Range

0

50%

Good Practice

80%

Leading Practice

How is it calculated? (continued)

Scoring table

Element	Description	Points	Total available points	Element	Description	Points	Total available points
RIBA Stage 0	Identify best personnel to manage the engagement process (and/or appoint an engagement consultant/communications)	5	5	RIBA Stage 1 or 2	Hold a walking workshop, where local residents walk the development team around the area, introducing them to it and sharing knowledge	5	5
RIBA Stage 0	Fill out the following sections in your engagement strategy: · Identify and map who you will be engaging with · Identify what is likely to matter to each of these groups · Identify the decisions that the local community can influence, and when these decisions will be made · Identify what time and resources will permit in terms of engagement · Identify what levels of engagement are appropriate to the project and what methods could be used on the project	1 per bullet	5	RIBA Stage 1 or 2	Door knocking. One-to-one conversations with those immediately next to our sites should be considered	5	5
				RIBA Stage 1 or 2	Hold one-to-one meetings with key local stakeholders, such as residents' associations, charities, young peoples' groups, disability groups and other pressure groups	5 per stage	10
RIBA Stage 0	Map the various communities and community groups around the site	5	5	RIBA Stages 1 to 2	Notification via email to station users, newsletter and direct mails should be sent prior to public events. Station users are defined as people who use the station regularly on any given week	5	5
RIBA Stage 0	Start outreach calls, emails and visits to key community stakeholders	5	5	RIBA Stages 1 to 2	Notification via letter to nearby residents	5	5
RIBA Stage 1	Identify community questions, start initial relationship building with key community groups, compile a project fact sheet and community-focused frequently asked questions (FAQs)	5	5	RIBA Stages 1 to 2	Set up public exhibition(s) and/or station pop-ups	5 per stage	10
RIBA Stage 1	Learning from [insert place name] activity or event; full communications plan; report on Stage 1 work to communities (if appropriate)	5	5	RIBA Stage 2	Hold at least one activity or event, with targeted outreach to more marginalised groups	5	5
RIBA Stage 1	Hold a public community influence session	5	5	RIBA Stage 2	Identify and deliver one or two areas (five points per area) where engagement can extend to 'collaborating' and 'empowering' (see International Association of Public Participation (IAP2) Spectrum of Public Participation)	5	5
RIBA Stage 1	Set up a community review panel that includes members from the impacted communities, and hold regular reviews	5	5	RIBA Stage 2	At pre-planning stage complete statement of community engagement; share a newsletter showing the final proposals, clearly setting out how feedback from the communities has been incorporated, and setting out next steps	5	5
				Post-planning submission	Share submitted proposals (for example, online or in an exhibition)	5	5
				Total available points			**100**

What is the process?

Action

RIBA Stage 0: Optimise

Development manager

Identify the best personnel from the development team to manage the engagement process during the design and planning phase of the project and/or appoint an engagement consultant/ communications
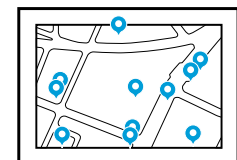
Engagement consultant / communications

Identify and map who you will be engaging with. Identify what is likely to matter to each of these groups

Start outreach calls, emails and visits to key community stakeholders

Communications and architect

Complete initial community mapping

### RIBA Stage 1: Plan / Design

Engagement consultant / communications

Identify the decisions that the local community can influence and when these decisions will be made:

· Identify what time and resources will permit in terms of engagement.

· Identify what levels of engagement are appropriate to the project.

· Identify what methods could be used on the project

Create a first set of FAQs about the project. Start this at RIBA Stage 0 and update at Stage 1

Contact local residents and businesses to discuss potential retention plans and what that would mean for their living situations during the development period and beyond
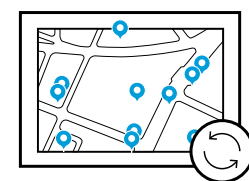
Development manager

Oversee completion of community engagement strategy

Start building initial relationships with community organisations and groups.

A 'learning from [insert place name]' activity (scale and format dependent on resources), with a focus on what the community wants to share and know

Use the findings from this indictor to predict what impacts or outcomes the development will have on people living and working within the development boundary

Project manager

Set targets and devise an action plan for how to relocate, rehome and retain residents and businesses

Calculate the potential for community retention based on feedback from residents and businesses

RIBA Stage 2: Deliver

Development manager

A minimum of one activity or event, with targeted outreach to more marginalised groups

Engagement consultant / communications

Update community engagement strategy

At pre-planning stage, complete statement of community engagement; share a newsletter showing the final proposals, clearly setting out how feedback from the communities has been incorporated, and setting out next steps

Action

Documentation
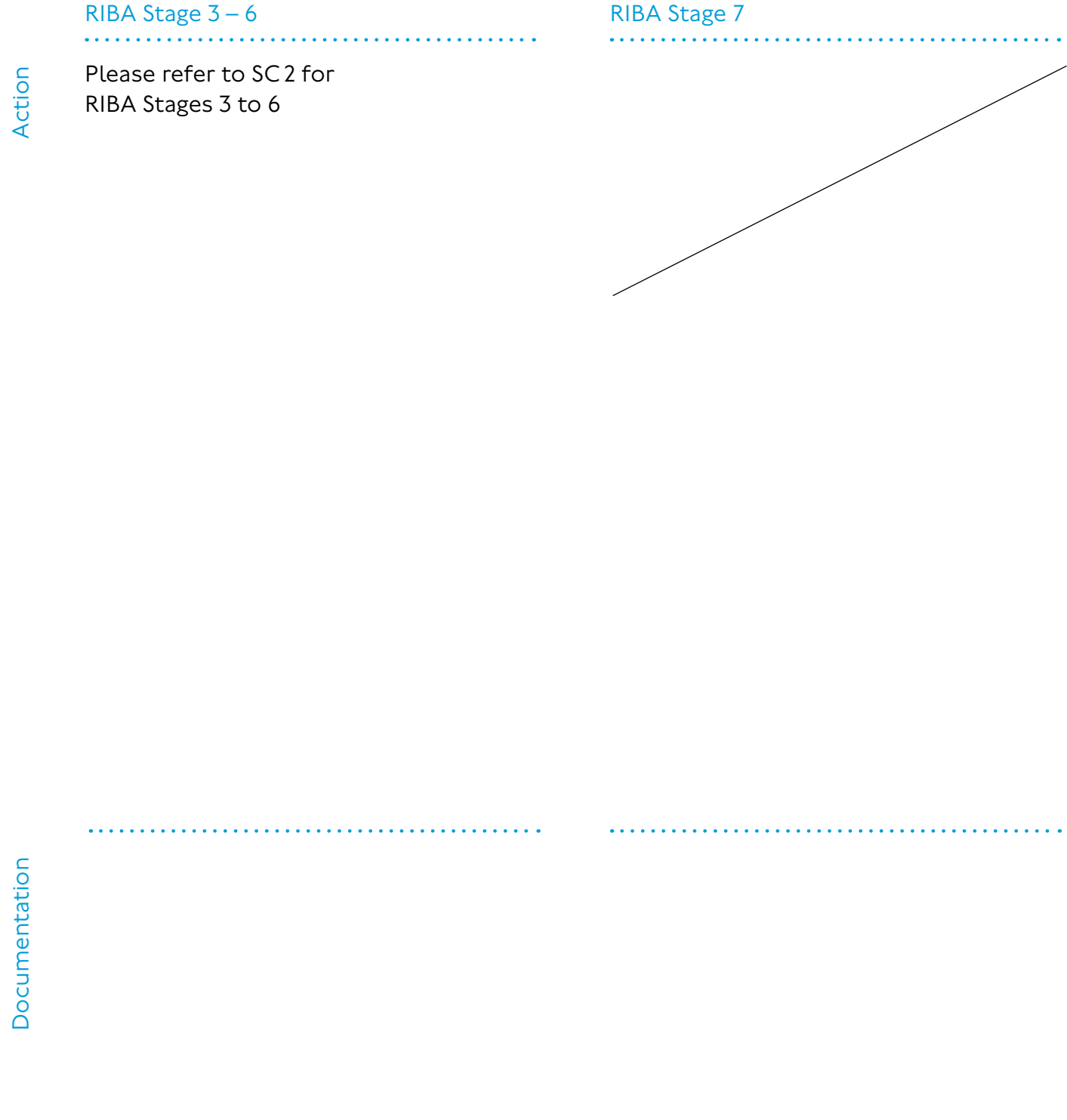
Community engagement strategy (Communications)

Updated community engagement strategy (Communications)
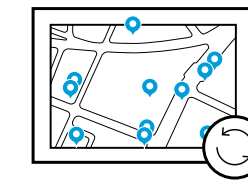
Updated community engagement strategy (Communications)

Documentation

What is the process? (continued)

Action

RIBA Stage 3 – 6

Please refer to SC 2 for
RIBA Stages 3 to 6

RIBA Stage 7

Documentation

COMMUNITY
HANDBOOK

Relevant policy

National Planning Policy Frameworks (NPPF), Paragraph 40

Local planning authorities have a key role to play in encouraging other parties to take maximum advantage of the pre-application stage … They should also, where they think this would be beneficial, encourage any applicants who are not already required to do so by law to engage with the local community and, where relevant, with statutory and non-statutory consultees, before submitting their applications.

NPPF, Paragraph 16

… be shaped by early, proportionate and effective engagement between plan makers and communities, local organisations, businesses, infrastructure providers and operators and statutory consultees

The London Plan Publication (2020), Policy GG1, Building strong and inclusive communities

A: encourage early and inclusive engagement with stakeholders, including local communities, in the development of proposals, policies and area-based strategies

The London Plan Publication (2020), Policy GG1, Building strong and inclusive communities

Early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties. Good quality pre-application discussion enables better coordination between public and private resources and improved outcomes for the community.

Further reading

Tower Hamlets Community Engagement
    Strategy 2018-2021
Capital Homes: Trust, design and
    community engagement,
Good Practice Guide to Public
    Engagement in Development
    Schemes,
Planning Policy Guidance, Design:
    process and tools
Planning Policy Guidance, Before
    submitting an application,
TfL Property's Community Engagement
    Handbook (TfL internal only)
IAP2, Spectrum of Public Participation

ID no

Key Performance Indicator (KPI) name

SC 2
Community Engagement after Planning

What is it?

Good community engagement makes sure that everyone who lives, works or would be affected by a new development has their voice heard and their perspective understood.

While the planning application is a major milestone in the development process, the subsequent construction stages will continue to have an enormous impact on the surrounding communities.

This indicator builds on the work of SC01 (Community Engagement before and during Planning). It aims to make sure that the relationships with local communities are nurtured and strengthened from the start of design process through to completion.
If handled well, communities are kept together and local people and businesses will remain in the area.

The focus is therefore on maintaining open channels of communication and keeping local people informed of any changes. Examples of Leading Practice would also include organising site tours and asking local communities to have their say in the choice of development materials.

How does it add value?

At this stage, effective community engagement is about building on established relationships to make sure the new development becomes a successful addition to the local neighbourhood and encourages local people to stay in the area. Good channels of communication forge stronger connections and build trust with the community. For example, by explaining how major construction will affect them and by providing the opportunity to shape decisions where possible.

Engagement demystifies the construction process, from how materials are selected to how the building is constructed. This gives people an insight that helps connect them to the emerging development. In the long-term, research shows that communities that have been involved in the design of a place make more and better use of it and feel responsible for it.
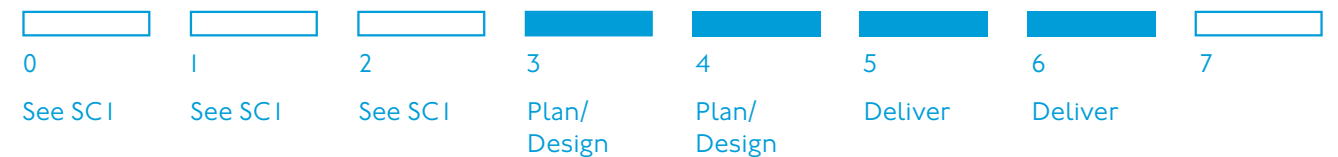
What type of project does the indicator apply to?

- ☑ Residential
- ☑ Commercial
- ☑ Masterplan
- ☑ Industrial

Who is responsible?

Engagement Consultant / Communications	● ● ●	leading
Development Manager	● ● ○	accountable
Contractor	● ○ ○	supporting
Architect	● ○ ○	supporting
Project Manager	● ○ ○	supporting

RIBA Stages

0	1	2	3	4	5	6	7
See SC1	See SC1	See SC1	Plan/ Design	Plan/ Design	Deliver	Deliver	

Connected UN Sustainable Development Goals

10   Reduced Inequalities
11   Sustainable Cities and Communities
16   Peace and Justice

Connected SDF indicators

- ☑ Community Engagement during Planning
- ☑ Active Community Programming
- ☑ Community Led Initiatives
- ☑ Apprenticeships
- ☑ Work Placements
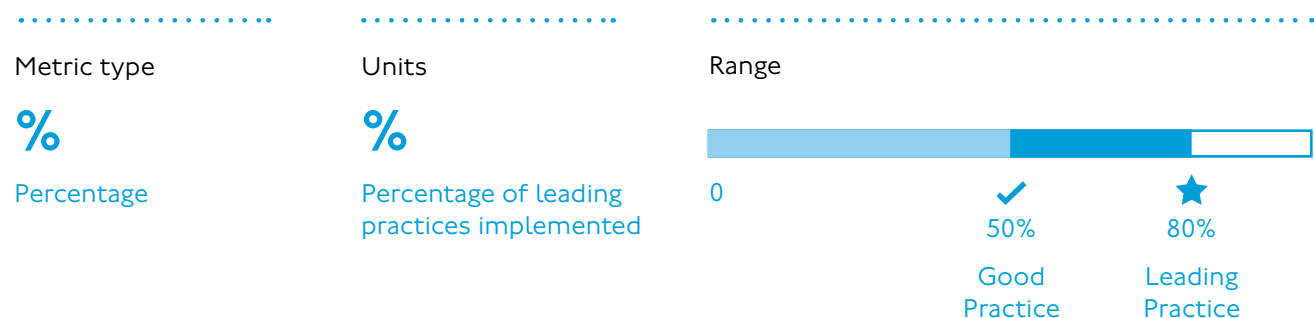- ☑ Local Jobs Created during Design and Construction
- ☑ Meanwhile

How is it calculated?

This indicator is calculated as a cumulative score, built up over the RIBA work stages, and is based on deliverables, as shown in the table opposite.

Good Practice requires a score of 50 per cent. This is achieved by building the essential elements of community engagement. The remaining 50 per cent is achievable by going above and beyond these good practice deliverables and finding ways to engage communities that are collaborative and empowering, Leading Practice is achieved by scoring 80 per cent.

Scoring table

Element	Description	Points	Total available points
RIBA Stage 3 (Baseline)	Prepare an engagement plan starting from the moment planning is awarded all the way through to completion	10	10
RIBA Stages 3 – 5 (Meanwhile or interim uses) (Baseline)	Make parts of the site accessible before or during construction as part of a meanwhile or interim use strategy (refer also to indicator LP10)	10	10
RIBA Stages 3 – 5 (Engagement workshops)	Hold a workshop or engagement session where members of the local communities are able to influence the project, for example, selection of planting or design of playspace	15	15
RIBA Stages 3 – 5 (Information and update sessions)	Where substantial changes are being proposed, hold an update or information session for the local community	15	15
RIBA Stages 3 – 6 (Newsletters)	Provide regular newsletters updating the local communities on the steps the project is going through. This should start during detailed design, rather than waiting until construction commences	15	15
RIBA Stages 3 – 6 (Project updates)	Inform the local communities when changes are made to the project in ways that will affect them	15	15
RIBA Stage 5 (Hoardings)	Creative use of hoardings, including windows, information areas, local noticeboards and artwork	10	10
RIBA Stage 5 – 6 (Site tours)	Arrange site tours for consultees to show how work is progressing. This could also include groups of young people training in construction	10	10
Total available points			**100**

Metric type

%

Percentage

Units

%

Percentage of leading practices implemented

Range

0   50% ✔   80% ★
              Good   Leading
              Practice   Practice

What is the process?

Action

RIBA Stage 0 – 2

Please refer to SCI for RIBA Stages 0 to 2

RIBA Stage 3: Plan / Design

Development manager

Identify the best personnel from the development team to manage the engagement process during the detailed design and construction phase of the project and/or appoint an engagement consultant/communications

Engagement consultant / communications

Prepare an engagement plan starting from the moment planning is awarded all the way through to completion

RIBA Stage 4: Plan / Design

Engagement consultant / communications

Create and distribute an update to local community. This could take different forms, for example, newsletters, audio updates, postcards or local newspaper articles as identified in the engagement plan

Hold community project update meeting, if required

Development manager

Review proposals for hoardings

Review potential for meanwhile uses of the site

RIBA Stage 5: Deliver

Development manager

Make sure hoarding design includes creative and community focused elements

If possible, hold a decision-making workshop or engagement session where members of the local community are able to influence the project, for example, in the selection of materials or choices of landscaping

Engagement consultant / communications
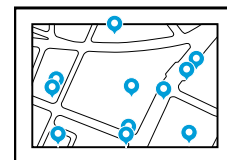
Create and distribute an update to local community.

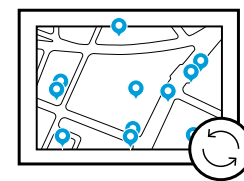If there are changes to the scheme, make sure that people on or near to the site are informed
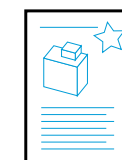
Documentation

Community engagement plan (Engagement consultant / Communications)

Updated community engagement strategy (Engagement consultant / Communications)

Community update newsletter (Engagement consultant / Communications)

15

What is the process? (continued)

Action

RIBA Stage 5: Deliver

Maintain communication with local residents and businesses to minimise disruption and support them through the development period. If needed, review and amend the action plan to maintain or improve retention levels

Contractor

If possible, hold site tours for groups from the local community

Project manager

Where possible and appropriate, provide temporary or semi-permanent accommodation for occupiers/residents to ease their transition from previous location to new location in the completed development

RIBA Stage 6: Deliver

Contractor

Invite local community groups for a completion tour of the project

Communications

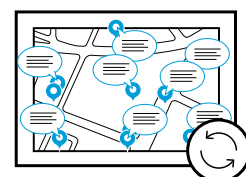If possible, hold a lessons learnt and feedback session at the end of the project

RIBA Stage 7

Documentation
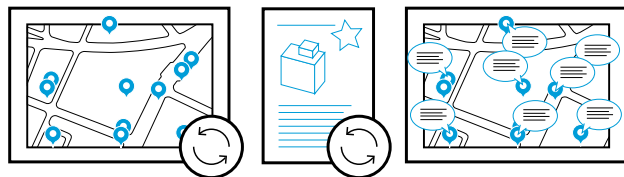
Updated community engagement strategy

Community update newsletter

Update engagement review and record engagement (Engagement consultant / communications)

Updated community engagement strategy and record of engagement (communications)

Updated/amended action plan where relevant

16

Relevant policy

The London Plan (2020), 2.10.3

... In order to be effective in improving the lives of those most affected by inequality, regeneration initiatives must be undertaken in collaboration with local communities, involving a broad spectrum of groups, businesses and individuals, to develop a shared vision for the area.

London Plan, Policy D3, 3.3.1AB

Detail engagement with relevant user groups, such as disabled or older people's organisations, or other equality groups.

The London Plan (2020), Policy GG1, A, Building strong and inclusive communities

Encourage early and inclusive engagement with stakeholders, including local communities, in the development of proposals, policies and area-based strategies

Further reading

TfL Property's Community Engagement Handbook (TfL internal only)
International Association of Public Participation (IAP2), Spectrum of Public Participation
Better homes for local people
Good Practice Guide to Public Engagement in Development Schemes
Pillars of Public Participation

ID no

Key Performance Indicator (KPI) name

SC3

Engagement with Seldom Heard Groups

What is it?

Local communities consist of many diverse groups and each must be approached with respect. People in seldom heard groups may face several barriers, for example, around language, disability, sexuality, homelessness or mental health.

This indicator focuses on how to achieve good engagement by overcoming barriers with a proactive approach. Seldom heard people can be identified through local studies and careful thought should be given to ensure everyone can be involved in the development process and encouraged to remain in the area.

Engagement should be mindful of the specific needs of local people to ensure inclusivity. For example, by providing information in suitable formats or using a translator. To be effective, the right engagement location is important, it could be a religious institution or a youth club where groups may congregate. Likewise, for people with communication or mobility impairments, there should be no barriers to attending an engagement event or meeting.

How does it add value?

By taking an inclusive approach to community engagement, the more voices that are listened to, the better the decision-making. By successfully liaising with seldom heard groups of people affected by the development process, perspectives and viewpoints that may have been overlooked by the can be shared. In this way, engagement reaches everyone further in to the community and local and cultural knowledge is shared. Some people may have hidden disabilities or may not wish to disclose their impairment. By creating an 'inclusive by default' engagement, every voice can be heard and this helps to keep the community together and avoids feelings of exclusion and anxiety. It also shows respect for the community, and commitment to it, by the developer, helping to build trust.
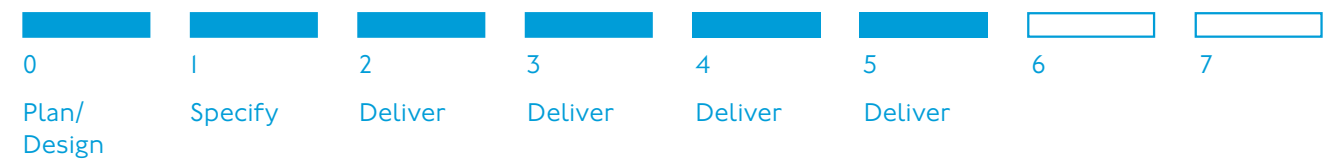
What type of project does the indicator apply to?

- ☑ Residential
- ☑ Commercial
- ☑ Masterplan
- ☑ Industrial

Who is responsible?

Engagement Consultant / Communications	● ● ●	leading
Development Manager	● ● ○	accountable
Communications	● ○ ○	supporting
Architect	● ○ ○	supporting
Project Manager	● ○ ○	supporting

RIBA Stages

0	1	2	3	4	5	6	7
Plan/ Design	Specify	Deliver	Deliver	Deliver	Deliver		

Connected UN Sustainable Development Goals

10   Reduced Inequalities
11   Sustainable Cities and Communities
5   Gender Equality

Connected SDF indicators

- ☑ New Local Amenities
- ☑ Community Led Initiatives
- ☑ Local Jobs Created during Design and Construction
- ☑ Access and Inclusion
- ☑ Active Community Programming
- ☑ Meanwhile

How is it calculated?

This indicator is calculated as a cumulative score, built up over the RIBA work stages, and is based on deliverables shown in the table below.

Good Practice carries 50 per cent of the weighting. This is achieved by building in the essential elements to make sure seldom heard groups of people are engaged with. The remaining 50 per cent is achieved by going above and beyond good practice deliverables to find ways of engaging that are collaborative and empowering.

These deliverables focus on active engagement. The reporting and recording of this engagement is covered in more detail in the process section below. The priority should be to build relationships with seldom heard groups of people, and to find ways in which their local and cultural knowledge can be expressed in the development of the project.

It is important that the engagement activities are undertaken at the indicated RIBA workstages so that engagement is meaningful. Commencing initial outreach after RIBA Stage 0, and once the brief has been fixed, limits engagement to informing and consulting rather than involving and collaborating. As such activities not undertaken during the indicated workstages are not to be scored.

Metric type	Units	Range
%	**%**	
Percentage	Percentage of leading practices implemented	

Range: 0 — 50% Good Practice ✓ — 80% Leading Practice ★
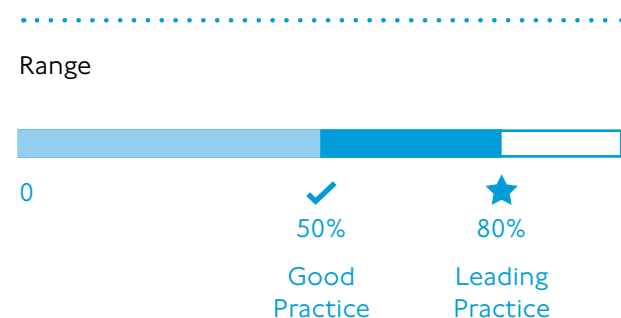
Scoring table

Element	Description	Points	Total available points
Element RIBA Stage 0	Community mapping that identifies at least three seldom heard groups that may be significantly impacted by the project (for example, people facing barriers around language, disability or mental health)	10	10
RIBA Stage 1	Identify the key issues that are relevant to the identified seldom heard groups, and the ways in which engagement will address these	10	10
RIBA Stage 1	Initial engagement conversations with representative bodies of seldom heard groups	10	10
RIBA Stages 1 to 2	At least one programmed engagement activity tailored to suit each seldom heard group (this can be a part of a wider engagement activity)	10	10
RIBA Stage 1 to 2	Separate engagement activities with each seldom heard group including direct meetings with the development team	10	10
RIBA Stage 1 to 2	Wider engagement activities are tailored to ensure barriers to participation are removed to accommodate identified seldom heard groups, for example, translation materials, childcare, access, WC provision	15	15
RIBA Stage 2	Separate engagement activities with each seldom heard group including direct meetings with the development team	10	10
RIBA Stages 3 to 5	Where there are design changes that are significant and relevant to a seldom heard group, update them on the changes in an accessible and clear way	15	15
RIBA Stage 5	Involve seldom heard group(s) in a site tour or engagement workshop, for example, to include girls in a workshop to design teenage playspace (see indicator LC03)	10	10
Total available points			**100**

What is the process?

Action

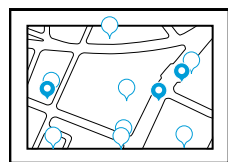### RIBA Stage 0: Optimise

Engagement consultant / communications

Through engagement with community leaders, identify the seldom heard groups that may be impacted by the development. Use borough data and Office for National Statistics (ONS) data to supplement these findings

Prepare a community audit which tracks these groups, allowing for engagement throughout the process. This should include a plan for how each group will be engaged with during each phase of the programme

Set targets for the number of proactive approaches to be made towards each group (that is, the consultation should proactively approach each group prior to formal consultation, then again during formal consultation)

Development manager / communications

Prepare an equality impact assessment (EQIA)

### RIBA Stage I: Optimise

Engagement consultant / communications

Identify the key issues that are relevant to each seldom heard group, and the ways in which engagement will address these

Identify the specific engagement requirements through consultation with each seldom heard group around the development site

Review the community audit to identify and update any individual requirements for each group. Add newly identified groups

Development manager / communications

Review EQIA
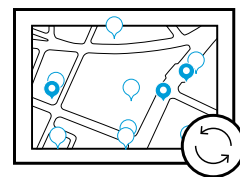
RIBA Stage 2: Plan / Design
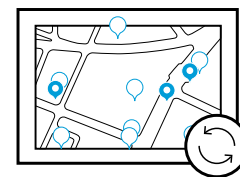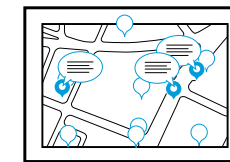
Engagement consultant / communications

Tailor wider engagement activities to make sure barriers to participation are removed to accommodate identified seldom heard groups, for example, translation materials, childcare, access, WC provision

Engage with each seldom heard group using the appropriate methods. Record each attempt at engagement, including anonymous personal data where possible

Review the community audit to identify and update any individual requirements for each group. Add newly identified groups

Development manager / communications

Review EQIA

RIBA Stage 3: Plan / Design

Engagement consultant / communications

Tailor wider engagement activities to make sure barriers to participation are removed to accommodate identified seldom heard groups, for example, translation materials, childcare, access, WC provision

Compile feedback from each group into the statement of community involvement. Demonstrate each proactive attempt to engage with seldom heard groups

Development manager

Demonstrate where changes to the scheme have been made considering feedback from seldom heard groups

Documentation

Community audit, engagement plan, EQIA

Update audit and engagement plan

Update audit and engagement plan

Feedback

What is the process? (continued)

Action

RIBA Stage 4: Plan / Design

Engagement consultant / communications

Make sure construction communications plan removes barriers to engagement with identified selxdom heard groups

Where design changes affect a particular seldom heard group, provide an appropriate update

Involve seldom heard group(s) in a site tour or engagement workshop, for example, to include girls in a workshop to design teenage playspace (see indicator LC03)

RIBA Stage 5: Deliver

Engagement consultant / communications

Update the construction communications plan

Where design changes affect a particular seldom heard group, provide an appropriate update
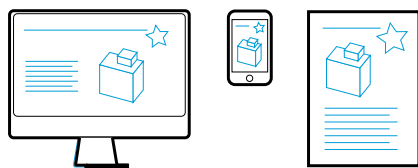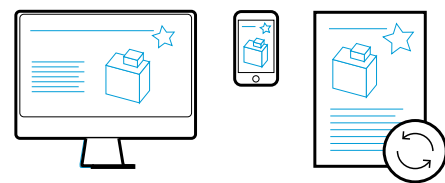
RIBA Stage 6

RIBA Stage 7

Action

Documentation

Construction communications plan

Update construction communications plan

Documentation

Relevant policy

The London Plan (2020), 2.10.3

… In order to be effective in improving the lives of those most affected by inequality, regeneration initiatives must be undertaken in collaboration with local communities, involving a broad spectrum of groups, businesses and individuals, to develop a shared vision for the area.

London Plan, Policy D3, 3.3.1AB

Detail engagement with relevant user groups, such as disabled or older people's organisations, or other equality groups.

The London Plan (2020), Policy GG1, A, Building strong and inclusive communities

Encourage early and inclusive engagement with stakeholders, including local communities, in the development of proposals, policies and area-based strategies

Further reading

Engaging Seldom-Heard Groups
National Planning Policy Framework: Equality Impact Assessment
Engaging with the hard-to-reach
Scrutiny Review of Engaging with 'Hard to Reach Communities'
Department for Communities and Local Government (2016) Estate Regeneration National Strategy
Equality Act 2010: guidance,
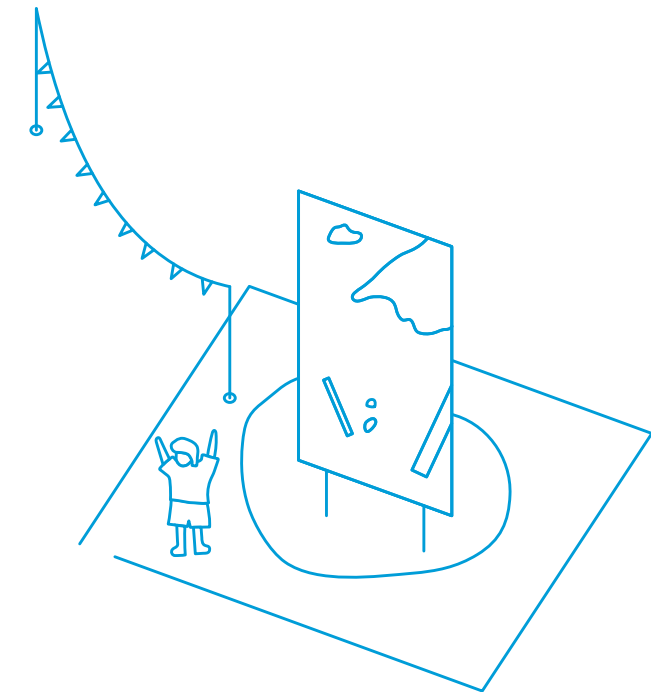
ID no

Key Performance Indicator (KPI) name

SC 4   Active Public Spaces

What is it?

Active public spaces, for the purpose of this indicator, are areas of the site specifically available for activities organised by the community. The target is active public uses that are well suited to the site, and this will vary depending on the scale and context of each development. It is an optional indicator for development sites smaller than 0.5 hectares.

Active public spaces in a new development play an all-important part in shaping the character and cultural identity of a local area. Imaginative use of space helps to boost local economic life and can create a unique sense of place that is secure with less crime.

To achieve Leading Practice, active public uses could include temporary markets, festivals, concerts, community gatherings, art installations, sports and athletic events, and exercise classes. Public spaces occupied by static furniture and planting are not considered suitable for active use.

How does it add value?

These spaces perform an indispensable role in the social life of communities by contributing to the local economy, for example, with temporary markets, and strengthening neighbourhood identity. By providing appealing areas for rest and play, alongside activities hosted by the local community, active public spaces add value in terms of experience and enjoyment for users. As a welcome public resource, they also improve the desirability of an area and help a new development integrate effectively into the community.
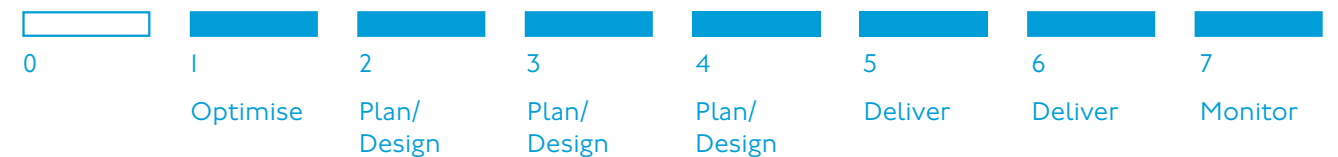
What type of project does the indicator apply to?

- ☑ Residential
- ☑ Commercial
- ☑ Masterplan
- ☑ Industrial (optional)

Who is responsible?

Landscape Architect	● ● ●	leading
Development Manager	● ● ○	accountable
Engagement Consultant / Communications	● ○ ○	leading
Property Manager	● ○ ○	supporting
Project Manager	● ○ ○	supporting
Contractor	● ○ ○	supporting

RIBA Stages

0	1	2	3	4	5	6	7
	Optimise	Plan/ Design	Plan/ Design	Plan/ Design	Deliver	Deliver	Monitor

Connected UN Sustainable Development Goals

10   Reduced Inequalities
11   Sustainable Cities and Communities
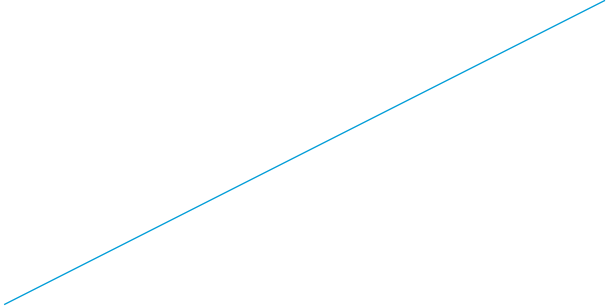3   Good Health and Wellbeing

Connected SDF indicators

- ☑ Child Friendly Design
- ☑ Access to Nature
- ☑ Access and Inclusion
- ☑ Urban Greening
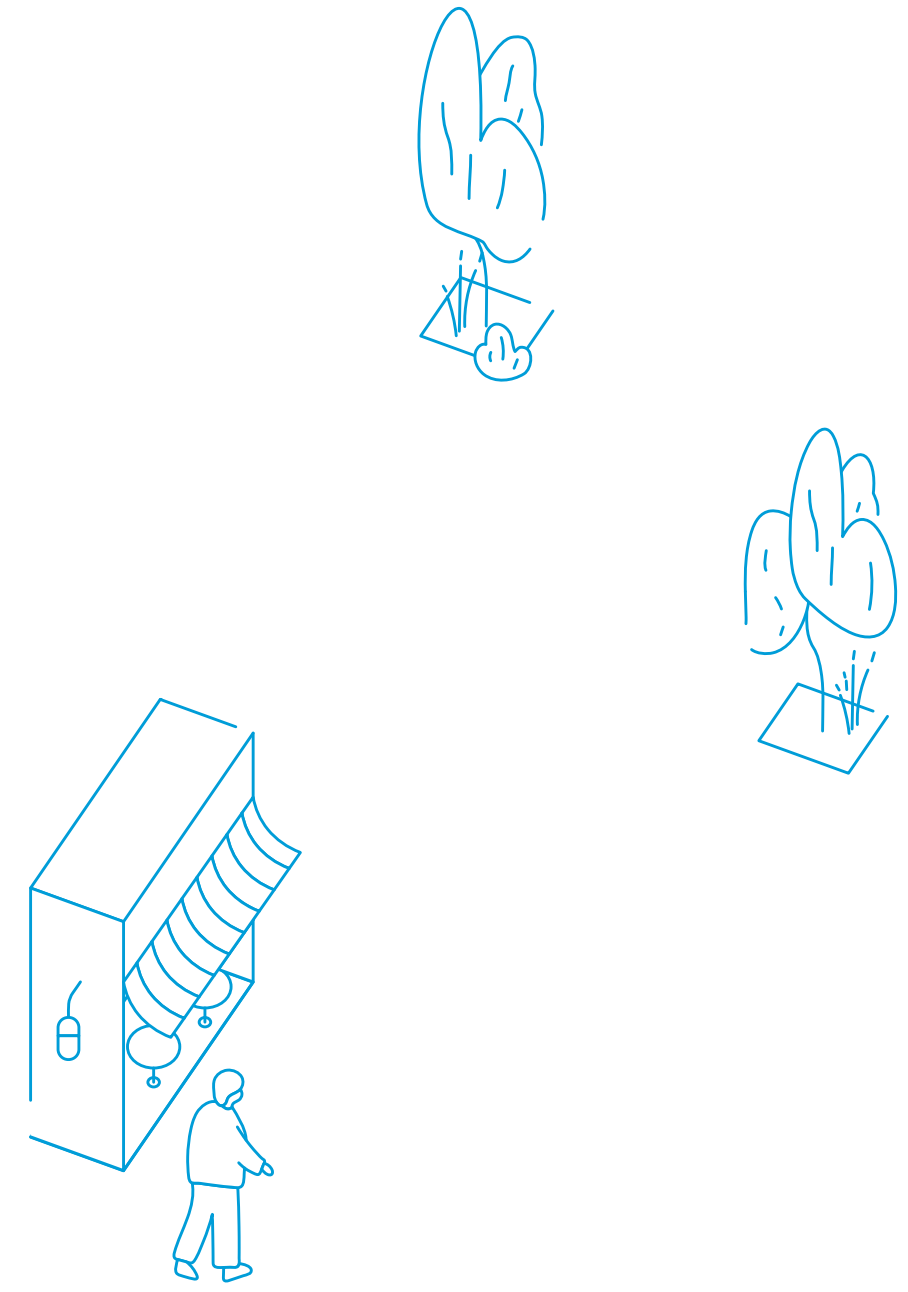- ☑ Healthy Streets
- ☑ Community Led Initiatives

How is it calculated?

This indicator measures the amount of public space available for activities organised by the community and public within a development (the active public use of a site) and relates to the percentage of the site area available for this use, excluding the building footprint area. Active public uses could include temporary markets, festivals, community gatherings, sports and athletic events and exercise classes.

The data to calculate this metric is measured using a site plan provided by the landscape architect or architect. This measurement shows the proportion of the total public area on a development site that is available for active public use.

The results will vary depending on the size of the site. For example, a larger site could accommodate a larger active public use space, while a smaller site would be more compromised. This indicator is optional for development sites smaller than 0.5 hectares.

Metric type

%

Percentage

Units

%

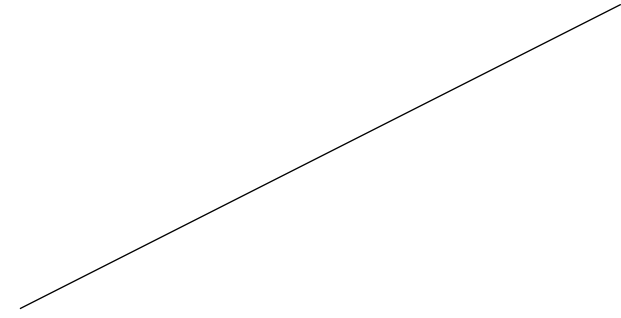Percentage of publicly accessible site area for active public use

Range

What is the process?

Action

RIBA Stage 0

RIBA Stage 1: Plan/Design

Development manager

Establish principles for active public use based on policies. Consider possible active public uses and how these could be incorporated

RIBA Stage 2: Plan/Design

Landscape architect

Start early conceptual design and establish which spaces can be considered for active public use. Mapping out areas based on accessibility from the street

Continue to develop conceptual design making sure that active public uses are considered on the key spaces established in RIBA Stage 1

Communications

Establish an agenda for engagement with the local community and key stakeholders on the design with some focus on the incorporation of active public uses

RIBA Stage 3: Plan/Design

Development manager

Make sure comments from the engagement sessions are fed back into the developing designs and the next stage of detail is progressing. As the design progresses and changes, make sure that active public uses are still incorporated
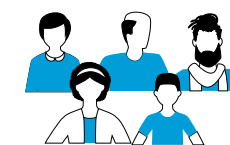
Communications

Establish meaningful engagement with the local community and key stakeholders on the design with some focus on the incorporation of active public uses

Documentation

Landscape plans and community engagement agenda

Community and stakeholder engagement

25

What is the process? (continued)

Action

RIBA Stage 4: Plan/Design

Landscape architect

Make sure comments from the engagement sessions are fed back into the developing designs and the next stage of detail is progressing. As the design is detailed, make sure that active public uses are still incorporated

RIBA Stage 5: Deliver

Contractor

Make sure the quality of active public use spaces are delivered as per design drawings in the construction stage

Project manager

Monitor the progress of on-site works and make sure that quality is maintained

Prepare a maintenance and management plan for the active public use areas in line with any specialist consultants required, particularly where the space contains specialist elements, for example, a playground requiring a play specialist/engineer

RIBA Stage 6: Deliver

Property manager

Make sure the active public use spaces are maintained in line with the maintenance and management plan

RIBA Stage 7: Monitor

Property manager

Make sure the active public use spaces are maintained in line with the maintenance and management plan

Documentation

Management and maintenance plan

Relevant policy

Publication London Plan (2020), Policy D8, Public realm

A) encourage and explore opportunities to create new public realm where appropriate

B) ensure the public realm is well-designed, safe, accessible, inclusive, attractive, well-connected, related to the local and historic context, and easy to understand, service and maintain. Landscape treatment, planting, street furniture and surface materials should be of good quality, fit-for-purpose, durable and sustainable. Lighting, including for advertisements, should be carefully considered and well designed in order to minimise intrusive lighting infrastructure and reduce light pollution.

L) explore opportunities for innovative approaches to improving the public realm such as open street events and Play Streets

M) create an engaging public realm for people of all ages, with opportunities for social activities, formal and informal play and social interaction during the daytime, evening and at night. This should include identifying opportunities for the meanwhile use of sites in early phases of development to create temporary public realm

Camden Local Plan, Policy A2, Open space

To secure new and enhanced open space … the Council will:

1) apply a standard of 9 sqm per occupant for residential schemes

2) seek developer contributions for open space enhancements using Section 106 agreements and the Community Infrastructure Levy (CIL)

3) secure planning obligations to address the additional impact of proposed schemes on public open space taking into account the scale of the proposal, the number of future occupants and the land uses involved

Further reading

Small Change, Big Impact
The London Plan
Making good – shaping places for people
Camden Local Plan

ID no

Key Performance Indicator (KPI) name

SC 5 — Active Community Programming

What is it?

Active community programming refers to any planned activity that takes place on public space (indoor and outdoor) provided by a new development once it has been completed. Shortly after completion this can be an effective way to invite the local community to the site, promote social interaction, and help the new development integrate into the neighbourhood.

Community programming can involve a wide range of activities and opportunities for people of all ages. Good examples include sporting events and exercise classes, concerts, outdoor markets, art installations, talks, lectures, workshops and cultural celebrations and festivals.

This indicator measures the percentage of total available hours each year that the public space provided by a development is used for community programming activities. It only focuses on the activities that are planned and organised or managed by the developer and therefore can be tracked.

How does it add value?

Active community programming helps to build momentum around a new development and encourages local collaboration. By providing access to welcoming public spaces and activities that were not available before the arrival of the new development, community programming both supports local people and enhances the developer's reputation. Through the varied social and physical events, that can be monitored and measured, communities are brought together in ways that increase cultural richness, improve health and wellbeing, and reduce social isolation. Introducing a community programme that starts as soon as construction works complete can help create a stronger sense of place and identity.
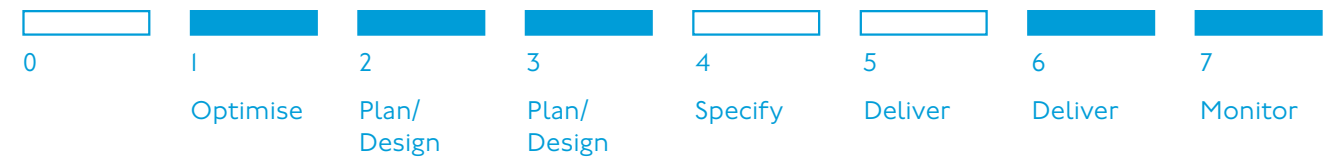
What type of project does the indicator apply to?

- ☑ Residential
- ☑ Commercial
- ☑ Masterplan
- ☑ Industrial (optional)

Who is responsible?

Role		Responsibility
Engagement Consultant / Communications	●●●	leading
Development Manager	●●○	accountable
Social Value Manager	●○○	supporting
Architect	●○○	supporting
Landscape Architect	●○○	supporting
Property Manager	●○○	supporting

RIBA Stages

0	1	2	3	4	5	6	7
	Optimise	Plan/ Design	Plan/ Design	Specify	Deliver	Deliver	Monitor

Connected UN Sustainable Development Goals

10   Reduced Inequalities
11   Sustainable Cities and Communities
3   Good Health and Wellbeing

Connected SDF indicators

- ☑ Access and Inclusion
- ☑ Meanwhile
- ☑ Teenage Playspace
- ☑ Public Realm
- ☑ Community Led Initiatives

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How is it calculated?

Firstly, the development team need to agree the number of hours available for active community uses in the development's public space over a one-year period. This is the available use time. The team should then track the actual number of hours that the public makes use of suitable public space (the active use time). The active use time should be divided by the available use time to arrive at an annual percentage of use.

This indicator applies to schemes where there is a retained ownership/stake and will not be applicable to all schemes as some may not have a viable public area to use. For this reason, the indicator should only be used by the development team when it is considered appropriate.

There is no restriction on the types of activities within the community programme, and no restriction on hire costs to local community groups or individuals. However, hire costs should not be used as a tool for exclusion.

If there is an affordable workspace provider onsite, they would be well placed to manage the stewardship of community programming.

Metric type

%

Percentage

Units

%

Percentage of available time each year that public space is used by the public
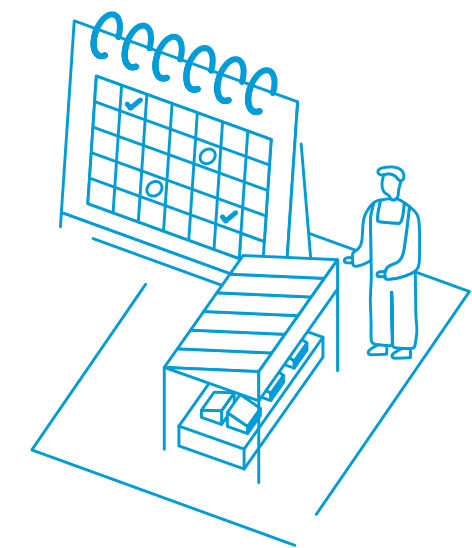
What is the process?

Action

RIBA Stage 0

RIBA Stage 1: Optimise

Development manager

Include requirement for public space programming in project brief

RIBA Stage 2: Plan / Design

Social value manager

Establish the key priorities of the active community programme. How do you want to use community programming to improve the community and assist with the integration of the completed scheme?

Use the organisational priorities and local community group experience to understand what the opportunities are in each area to best support the local community

Engagement consultant / communications

Identify local community leaders and groups that align with these organisational priorities and who would be interested in entering into a partnership to make the programme a success

Landscape architect

Consider how the landscape and outdoor space design of the development could support the key priorities and opportunities for active community programming
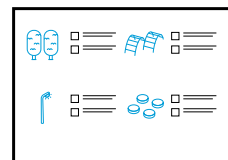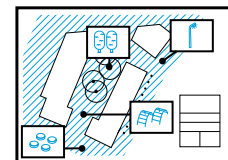
Architect

Consider how the community and shared space design of the development could support the key priorities and opportunities for active community programming

Documentation

Brief for
public space

Landscape
drawings indicating
programmable
public space

What is the process? (continued)

Action

RIBA Stage 3: Plan / Design

Communications

Begin to consider the intended active community uses for the public space of the development. This should be a collaborative process between the landscape architects, project manager, communications, development manager and local community groups

RIBA Stage 4

RIBA Stage 5

RIBA Stage 6: Deliver

Communications

Prepare a community programme plan that identifies recipient organisations and causes, and includes targets for community programming hours over the expected life of the developer's involvement in the development

Prior to handover begin to advertise and recruit groups for the active community programme

Documentation
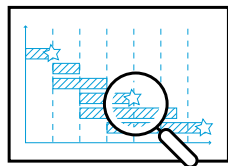
Community programming plan

Community programming plan

What is the process? (c'd)

RIBA Stage 7: Monitor

Property manager

For at least an 18-month period, prepare quarterly reports summarising actual community programming hours and activities to date and forecast for the future. Compare this to targets set in the community programme plan

Identify and put in place corrective actions where appropriate

Quarterly review of actual community programme hours and activities

Relevant policy

National Planning Policy Framework (NPPF), Paragraph 8

b) A social objective – to support strong, vibrant and healthy communities … by fostering well-designed, beautiful and safe places, with accessible services and open spaces that reflect current and future needs and support communities' health, social and cultural well-being;

The Publication London Plan (2020), Policy D8, Public realm, Point M

Create an engaging public realm for people of all ages, with opportunities for social activities, formal and informal play and social interaction during the daytime, evening and at night

NPPF, Paragraph 92a

Promote social interaction, including opportunities for meetings between people who might not otherwise come into contact with each other

NPPF, Paragraph 92c

Enable and support healthy lifestyles, especially where this would address identified local health and well-being needs

NPPF, Paragraph 130d

Establish or maintain a strong sense of place, using the arrangement of streets spaces, building types and materials to create attractive, welcoming and distinctive places to live, work and visit

NPPF, Paragraph 130f

Create places that are safe, inclusive and accessible and which promote health and well-being, with a high standard of amenity for existing and future users

Further reading

Hope VI: US Department of Housing and Urban Development initiative to revitalise public housing in three general areas: physical improvements, management improvements, and social and community services to address resident need. The initiative has a human-centric approach that supports the unique identity and culture of each project, that has ultimately led to many great successes

An Action Plan for Building Community in a New Estate, Queen Elizabeth Olympic Park, Building Community (2014)

The social value of public spaces, Joseph Rowntree Foundation

Project for Public Spaces: What makes a successful place?

Contributors

SC 1   Community Engagement before and during Planning: TfL
SC 2   Community Engagement after Planning: TfL
SC 3   Engagement with Seldom Heard Groups: TfL
SC 4   Active Public Spaces: Realworth
SC 5   Active Community Programming: Realworth