



Stakeholder Engagement Toolkit



Welcome to the Stakeholder Engagement Workstream of the Design in Mental Health Network. We are committed to promoting and facilitating the meaningful engagement of stakeholders in co-production of design projects of any scale

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Why do we need a toolkit?

In-keeping with the NHS Constitution and the Five Year Forward View, the Design in Mental Health Network actively encourages Stakeholder involvement in improving the design of health and social care environments. Expert-by-experience feedback is vital in helping care professionals and providers understand the impact of both good and poor design; the Design in Mental Health Network’s Stakeholder Engagement Work Stream aims to facilitate Stakeholder engagement in co-production of design projects, and will champion Health Service Providers who involve the wide range of Stakeholders in all stages of design, in a relaxed and supportive setting.

Service Users, Carers and Families are inevitably the most directly affected by the mental health environment. However, Stakeholder engagement must consider the wider group who have an interest, a stake, in the environment. Stakeholders are a broad ranging group, and in addition to past and current Service Users and their support network, it often includes for example:

- Clinical Staff who work in the services accommodated
- Estates, Facilities and Maintenance Teams
- Infection Prevention
- Trust Board
- Trust Members
- The Community in which the facility sits.

Our vision is that each design project in a mental health setting, whether a large scale new build or refurbishment project, or a small, single room project, ensures that relevant Stakeholders are engaged throughout the design and construction process. Together we can then ensure that we are listening to those who have a voice.

Who is this toolkit aimed at?

This toolkit is aimed primarily at Health Care Providers (e.g. NHS Trusts and Private Healthcare Providers) to allow Capital Projects Teams to appropriately plan projects, and proactively identify and engage their Stakeholder Groups.

The following pages outline a robust method for engaging with all Stakeholders involved in a design project, and takes a step by step approach to the engagement process, giving examples of “how to” engage effectively.

How to use the Toolkit

The following process map outlines a series of “tools” - meetings, workshops, visits, etc, to fully engage with the Stakeholder Groups. Engaging early, and consistently, creates a more transparent process and can help Stakeholders buy-in to the project vision, and understand inevitable project constraints.

Note that this process assumes that a project need has already been established at strategic level. Your Design Team may facilitate a number of the workshops and meetings however there are a number of useful tools available from the NHSi ACT Academy to help you at early stages of a new project, establishing working practices, identifying Stakeholder Groups, and building your vision for new facilities.

It will be important for Trusts and their Design Teams to recognise that many Stakeholders will not be experienced in reading “flat” drawings, and that methods that bring designs to life will ensure more meaningful engagement. Developing designs should not be presented as a “fait accompli”, but rather as a prompt for discussion and development of final project designs in a collaborative way.

Whilst it is important that we engage with a wide and diverse group, it is equally important to project success that Stakeholder Group representatives remain consistent through the design process, as far as possible, to ensure a consistent approach and understanding. This is noted in each stage of the engagement process on the following pages.

Trusts should consider capturing the full engagement process in order to evidence governance procedures and meeting best practice. Feedback from each engagement session should be recorded, either by the Trust project Lead, or Design Team Lead. This should be agreed at an early stage, with named roles and responsibilities being noted in the Project Execution Plan.

Finally, to encourage full engagement, Trusts should consider re-imbursement for Service-User / Carer travel expenses.

It is our intention that this toolkit be an evolving document: any feedback, following its use on a project will be gratefully received.



Why do we use the RIBA Plan of Work?

First developed in 1963, the RIBA Plan of Work is the definitive UK model for the building design and construction process. It is part of the mind-set of every architect and most other professionals involved in the construction industry and is woven into their processes.

The current Plan of Work comprises eight work stages, each with clear boundaries, and details the tasks and outputs required at each stage.

It is often helpful at the outset of a project to simply and clearly describe to the Stakeholder Group what each of the RIBA Stages entails, and how they will be involved. Design is an iterative process, and it is important for successful project outcomes that Stakeholders understand why their views are important, and how their decision making can have an effect.

For example, the impact of design decisions is magnified as a project progresses and the design has been developed in more detail: the more that is done influences the amount that has to be undone or re-done. It is important therefore that change is managed, and the RIBA Plan of Work can assist in this process. Importantly, each design stage should be "signed off" appropriately before the design progresses to the next, more detailed stage.

The RIBA Plan of Work Stages each identify core objectives:

- Stage 0 – Strategic Definition** Identify client's business case and strategic brief and other core project requirements. Establish need, programme, overarching project requirements and feedback from previous projects.
- Stage 1 – Preparation and Brief** Develop project objectives, including quality objectives and project outcomes, sustainability aspirations, project budget, other parameters or constraints and develop initial project brief. Undertake feasibility studies and review of site information.
- Stage 2 – Concept Design** Prepare concept design, including outline proposals for structural design, building services systems, outline specifications and preliminary cost information along with relevant project strategies in accordance with design programme. Agree alterations to brief and issue final project brief.
- Stage 3 – Developed Design** Prepare developed design, including co-ordinated and updated proposals for structural design, building services systems, outline specifications, cost information and project strategies in accordance with design programme. Submit planning application at the end of the stage.
- Stage 4 – Technical Design** Prepare technical design in accordance with design responsibility matrix and project strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with design programme.
- Stage 5 – Construction** Offsite manufacturing and onsite construction in accordance with the construction programme and resolution of design queries from site as they arise.
- Stage 6 – Handover and Close-out** Handover of building and conclusion of building contract. Evaluate performance and provide feedback for use on future projects.
- Stage 7 – In Use** Undertake in use services in accordance with schedule of services. Carry out post-occupancy evaluation, review of project performance, project outcomes and research and development aspects. Updating of project information, as required, in response to ongoing client feedback.

Further information and useful forms are available from the RIBA Plan of Work Website:
<https://www.ribaplanofwork.com/Default.aspx>

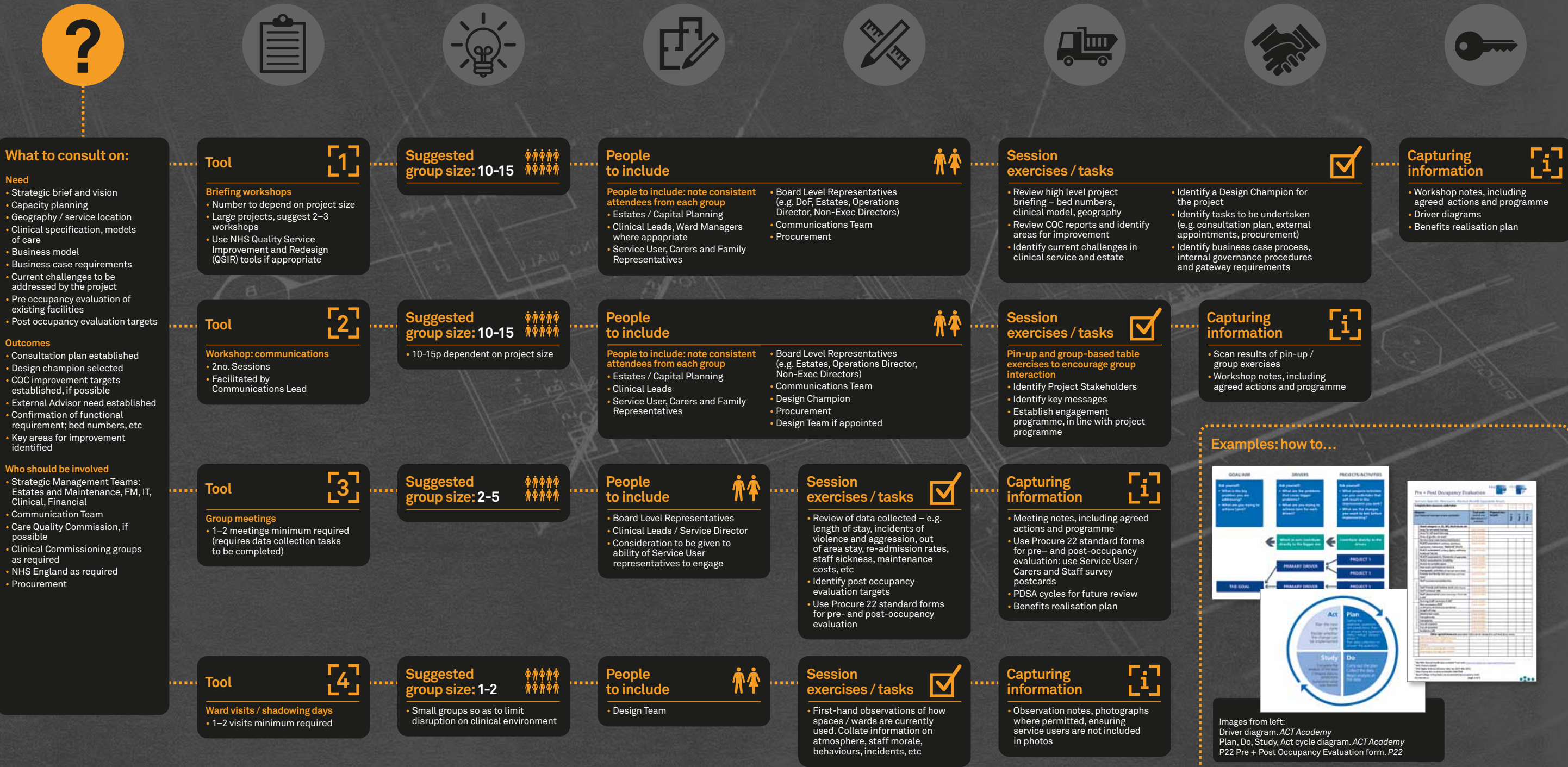
The Toolkit starts here



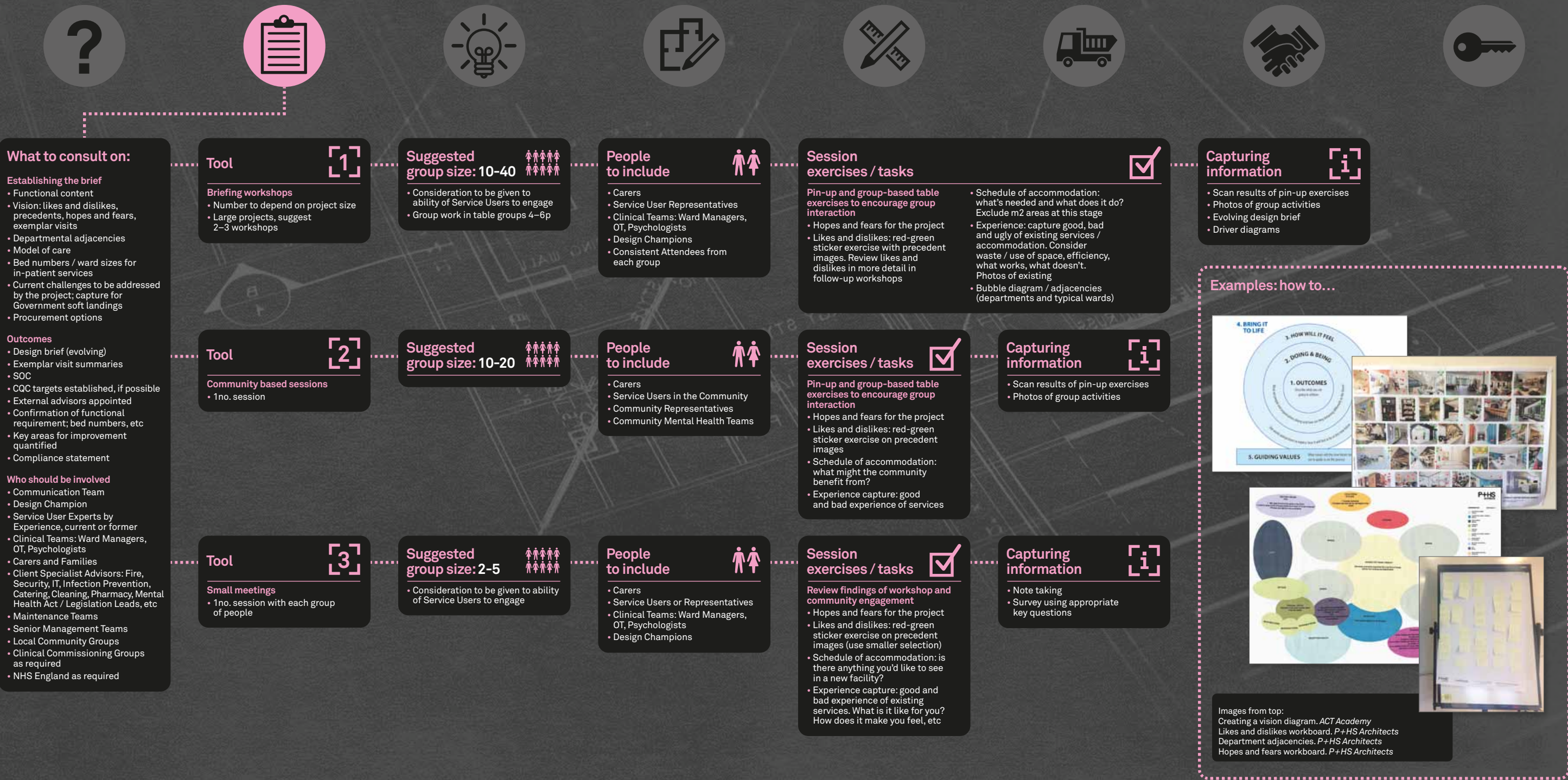
RIBA Stages – Overview



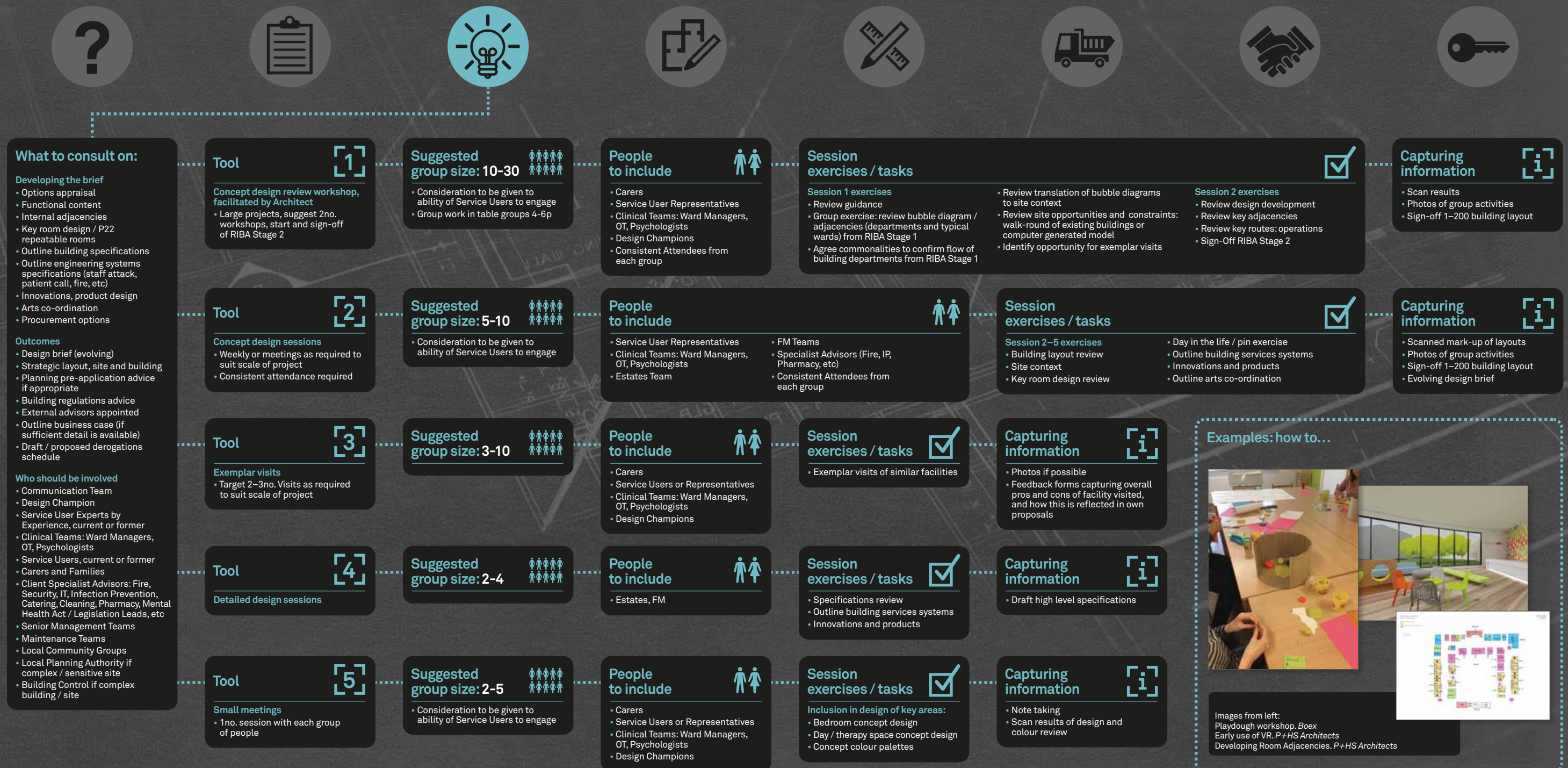
RIBA Stage 0 – Strategic Definition



RIBA Stage 1 – Preparation and Brief



RIBA Stage 2 – Concept Design



RIBA Stage 3 – Developed Design

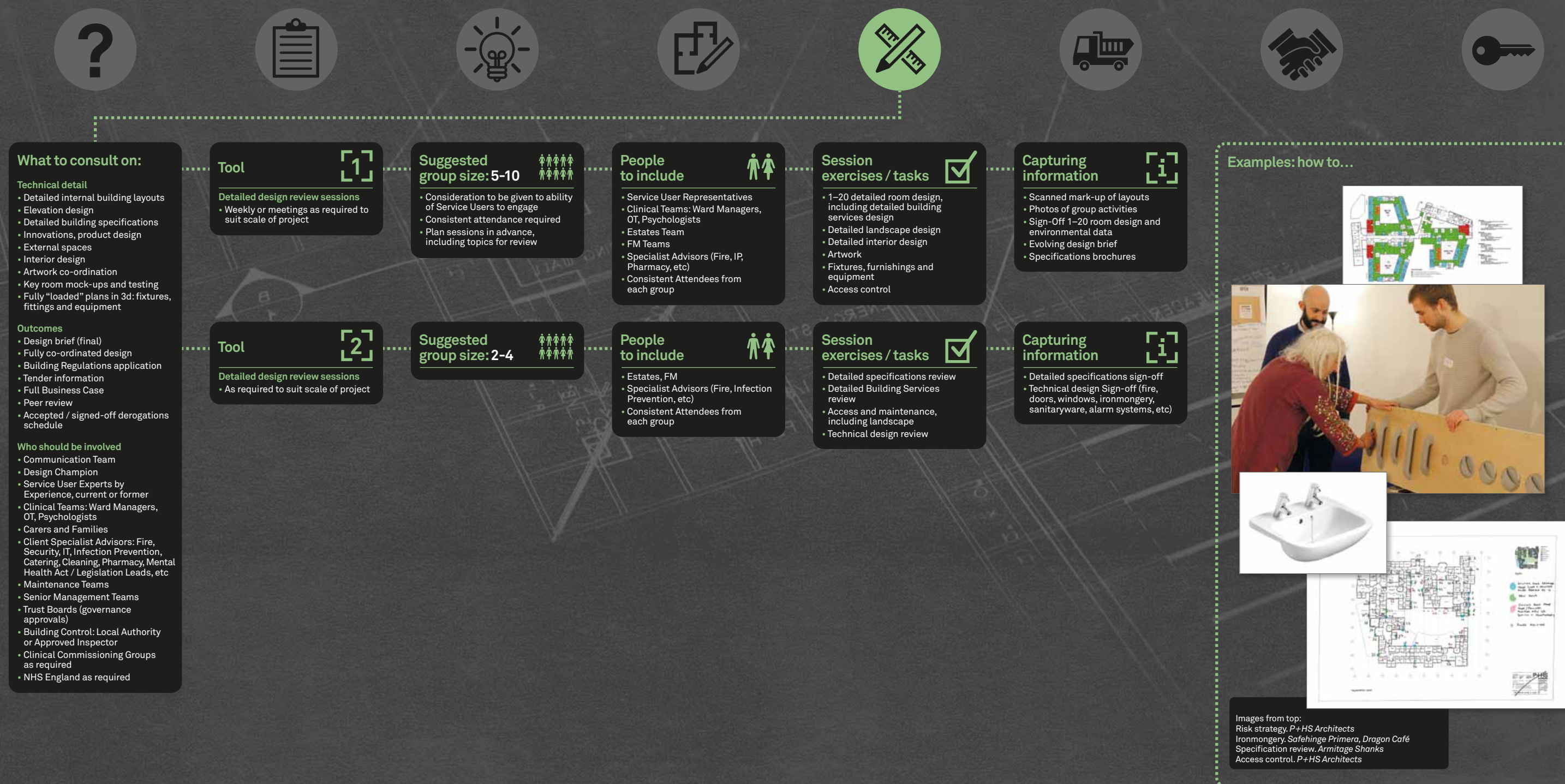


Examples: how to...



Images from top:
Bedrooms 1–50. *P+HS Architects*
Landscape. *Southern Green Ltd*
Sketch elevation. *P+HS Architects*
Day in the life. *P+HS Architects*

RIBA Stage 4 – Technical Design



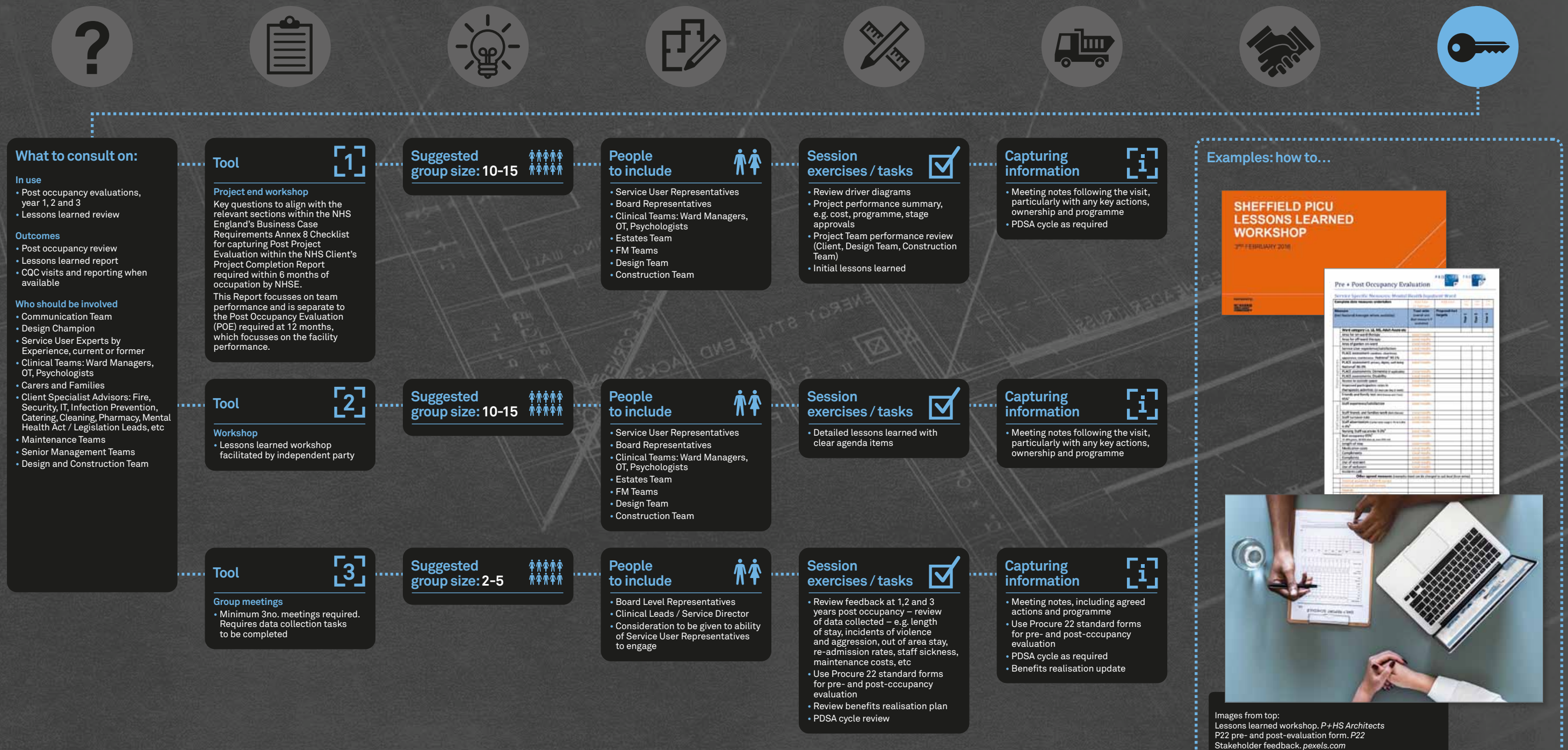
RIBA Stage 5 – Construction



RIBA Stage 6 – Handover and Close-out



RIBA Stage 7 – In Use





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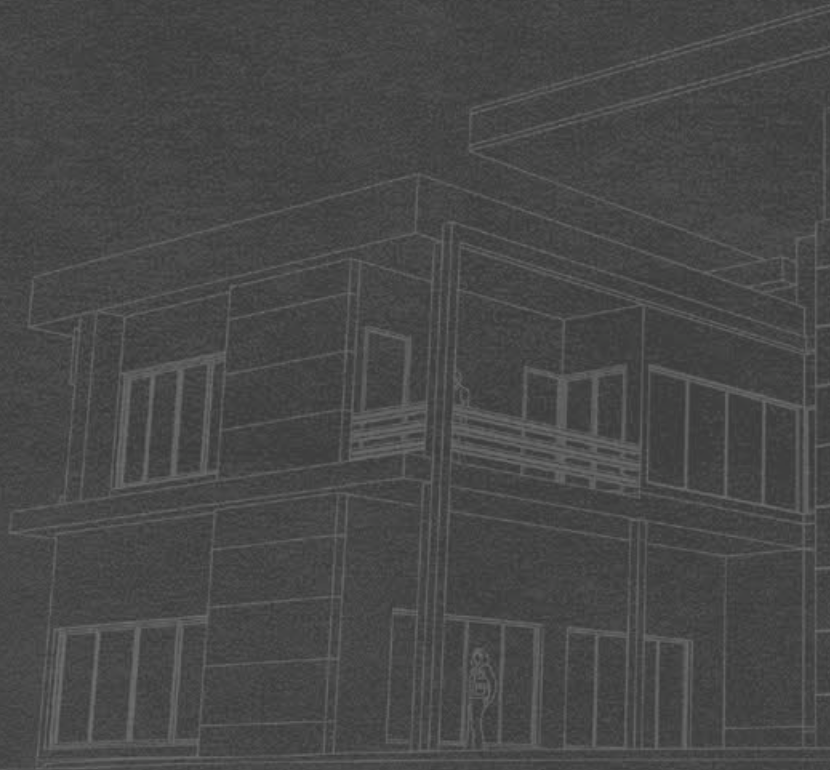
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