

PROTOCOL FOR COMMUNITY ENGAGEMENT AND MANAGEMENT

Definition of the methodology for supporting communities in
the process of building refurbishment and urban regeneration
of neighbourhoods

TABLE OF CONTENTS

ANNEX II:	3
PROTOCOL FOR COMMUNITY SUPPORT AND MANAGEMENT	3
1. INTRODUCTION	6
1.1 THE PERSON AT THE CENTRE	6
2. DEFINITION AND CONTEXT	8
2.1 METHODOLOGICAL PRINCIPLES	12
2.2 TECHNICAL SUPPORT	12
2.3 INTERVENTION SCENARIOS	13
2.4 PRINCIPLES OF ACTION	13
2.5 CHARACTERISTICS OF THE SUPPORT MODEL	13
3. STAGES	14
3.1 ETAP 0. PARTICIPATORY STUDY OF THE CONDITION OF THE HOUSING	14
3.2 ETAP 1. SOCIAL ANALYSIS AND AWARENESS-RAISING CAMPAIGN	14
3.3 ETAP 2. AWARENESS-RAISING AND PERSONALISED SUPPORT	14
3.4 E-STAGE 3: LISTENING	14
3.5 STAGE 4. DECISION-MAKING AND FORMALISATION OF AGREEMENTS	14
3.6 STAGE 5. MONITORING DURING THE BUILDING WORKS	14
3.7 STAGE 6. EVALUATION	15
3.8 SUMMARY OF THE STAGES OF THE SUPPORT PROCESS	15
4. STAGE 0. PARTICIPATORY STUDY OF THE STATE OF HOUSING	16
4.1 DEFINITION AND OBJECTIVES	16
4.2 KEY VARIABLES	16
4.3 OPERATIONAL SUMMARY OF STAGE 0	17
5. STAGE 1: SOCIAL ANALYSIS AND AWARENESS CAMPAIGN	19
5.1 DEFINITION AND OBJECTIVES	19
5.2 METHODOLOGICAL APPROACH	20
5.3 ACTIONS	22
5.4 OUTPUTS	23
5.5 COMMUNICATION	23
5.6 OPERATIONAL SUMMARY OF STAGE 1	25
6. PHASE 2: AWARENESS-RAISING AND TAILORED SUPPORT	26
6.1 DEFINITION AND OBJECTIVES	26
6.2 METHODOLOGICAL APPROACH	27
6.3 TOOLS	27
6.4 ACTIONS	29
6.5 PRODUCTS	30
6.6 COMMUNICATION	31
6.7 OPERATIONAL SUMMARY OF STAGE 2	32
7. STAGE 3: LISTENING	33
7.1 DEFINITION AND OBJECTIVES	33
7.2 METHODOLOGICAL APPROACH	33
7.3 ACTIONS	34
7.4 OUTPUTS	35
7.5 COMMUNICATION	35
7.6 OPERATIONAL SUMMARY OF PHASE 3	37
8. STAGE 4: DECISION-MAKING AND FORMALISATION OF AGREEMENTS	38
8.1 DEFINITION AND OBJECTIVES	38
8.2 METHODOLOGICAL APPROACH	38
8.3 ACTIONS	39
8.4 OUTPUTS	41
8.5 COMMUNICATION	41

8.6 OPERATIONAL SUMMARY OF STAGE 4	42
9. PHASE 5: MONITORING DURING CONSTRUCTION	43
9.1 DEFINITION AND OBJECTIVES	43
9.2 METHODOLOGICAL APPROACH	44
9.3 ACTIONS	44
9.4 OUTPUTS	46
9.5 COMMUNICATION	46
9.6 OPERATIONAL SUMMARY OF STAGE 5	49
10. PHASE 6: EVALUATION	50
10.1 DEFINITION AND OBJECTIVES	50
10.2 METHODOLOGICAL APPROACH	50
10.3 ACTIONS	51
10.4 OUTPUTS	51
11. LESSONS LEARNED	52

1. INTRODUCTION

1.1 PEOPLE AT THE HEART OF IT

1.1.1 IT IS PEOPLE WHO DECIDE TO EMBARK ON A BUILDING REGENERATION PROCESS. IF PEOPLE ARE NOT CONVINCED, THERE IS NO CATALYST TO SET THE PROCESS IN MOTION.

Only through a comprehensive understanding of the needs, aspirations, possibilities and circumstances — both present and future — of the residents in relation to their living space is it possible to drive effective transformation processes. These needs are deeply linked to everyday aspects such as accessibility, comfort, health, safety and building maintenance.

In this regard, universal accessibility plays a central role. In a very significant proportion of cases, particularly in contexts of an ageing population, the main reason driving a community to consider refurbishment is not energy saving, but the need to ensure basic living conditions, such as accessibility and the adaptation of the home to accommodate reduced mobility. Added to this, in many cases, are building defects or structural problems that affect the safety or day-to-day use of the building.

Therefore, refurbishment processes must be capable of addressing this diversity of motivations, recognising that energy efficiency improvements represent an opportunity that must be integrated into interventions which, in many cases, are initially undertaken for reasons of accessibility or conservation.

This approach extends, at the architectural level, a vision already well-established at European level regarding the central role of occupants in creating liveability. In the energy sector, this idea has been widely adopted, for example, in the European Commission's Clean Energy Package of late 2016¹ for all Europeans, which recognises that:

"All consumers (including vulnerable people and those experiencing energy poverty) must feel involved and reap the clear benefits of access to safer, cleaner and more competitive energy."

Thus, users are not passive agents, but key actors who must be empowered to understand and manage their residential environment, in order to improve their health, comfort and living conditions.

However, placing people at the centre is not based solely on energy frameworks, but on a broader conception of the transformation of the living environment. The need to respond to challenges such as climate change, an ageing population and social inequality requires integrated approaches that simultaneously address multiple dimensions of residential life.

Traditionally, proposals for improving the building stock have focused on physical, technological or economic aspects. However, it is becoming increasingly clear that factors such as the use of buildings, everyday habits, community organisation and the perception of improvements have a decisive influence on the success of these interventions.

From this perspective, this protocol adopts the conceptual framework of 'Energy Cultures' as its reference point, which places people—owners, tenants, public authorities and communities—at the centre of the analysis. This model enables an understanding of the relationship between beliefs, practices, material aspects and external factors, facilitating an integrated view of the processes of change.

However, this approach is extended here to a broader notion of residential living culture, which incorporates not only the energy dimension but also other fundamental aspects such as accessibility, health and safety. Thus,

¹ European Commission (EC) (2016). Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions and the European Investment Bank. Clean energy for all Europeans.

people's relationship with their homes is understood as a complex system involving both regulatory factors and aspirations and perceptions linked to quality of life.

Within this framework, renovation ceases to be merely a technical intervention on the building and becomes a process of transforming the living environment, in which material needs, social dynamics and collective capacities converge.

1.1.2 THE COMMUNITY: KEY IN SPAIN

Placing the individual at the centre of the process is a necessary condition for triggering urban regeneration and building refurbishment, as it enhances both the willingness to carry out work on the building — affecting its physical aspects — and the willingness to adopt new habits — affecting everyday practices. However, in the Spanish context, this approach is not only relevant but essential, given the decisive role played by the community in decision-making. Unlike other European contexts, the housing stock in Spain is characterised by a marked predominance of owner-occupied dwellings and a high proportion of multi-family housing. Approximately 71 per cent of dwellings are located in multi-family buildings, compared with a significantly lower European average of below 47 per cent². This reality means that decisions on refurbishment do not depend on isolated individuals, but on owners' associations that must organise themselves, deliberate and reach agreements.

The horizontal property regime thus introduces a specific complexity: any significant intervention in the building requires collective decision-making processes that bring together diverse interests, unequal financial capacities, varying levels of information and, in many cases, situations of conflict or deadlock. This complexity cannot be resolved solely through a technical or regulatory approach but requires the incorporation of support strategies that address the social and relational dynamics of these communities.

In this context, the innovation needed to drive regeneration is not merely technological or financial, but fundamentally social. It is necessary to establish processes that facilitate the building of consensus, a shared understanding of the building's problems, and the identification of viable solutions that the community can accept. Consequently, the Action Plan cannot be limited to defining the technical interventions required by regulations or recommended from a structural engineering perspective. It must structurally incorporate a process that enables the community to understand these interventions, assess their relevance and agree on their implementation in accordance with their own circumstances, priorities and capabilities. This includes both mandatory measures — relating to safety, accessibility or the building's conservation — and others that can act as motivating factors, such as improving comfort, energy efficiency or enhancing the property's value.

Furthermore, in many cases, interventions linked to accessibility—such as the installation of lifts, the removal of architectural barriers and the adaptation of entrance halls—act as catalysts for the process, as they address immediate needs widely shared by the community. Integrating these demands into a broader regeneration strategy allows individual motivations to be linked to collective objectives.

Working with the community is not only a prerequisite for making regeneration viable but also presents an opportunity to strengthen social cohesion. Support processes help to create spaces for dialogue, improve communication between neighbours and strengthen collective decision-making capacities.

Neighbourhood communities constitute, in this sense, the primary arena for coexistence and day-to-day governance, where residents share spaces, responsibilities and decision-making. They are spaces where both agreements and disagreements emerge, and where relationships of trust are built.

² Eurostat (2016). EU Buildings Observatory.

Regeneration processes can therefore go beyond their physical dimension and become opportunities to improve community life, strengthen cooperation and foster greater involvement of residents in the care and management of their residential environment. In this way, urban regeneration transforms not only buildings, but also the social dynamics that underpin them

Task T.5.3, 'OSSs' Implementation Protocol', aims to define a set of protocols for the regional roll-out of One-Stop-Shop (OSS) local service offices within the framework of the model developed in the BIRTUOSS project. This protocol is conceived as a reference guide aimed at scaling up the model across the Basque Country, drawing on both the conceptual framework developed in previous work packages and tasks, and the pilot experience gained during the validation phases.

The scope of the task is not limited to the conceptual definition of the model but seeks to put it into practice by systematising procedures that enable its replication in different regional contexts. In this regard, the task has focused on developing the prioritised protocols for the establishment of community outreach offices, which structure the processes of diagnosing the area of intervention, providing support and community management, and evaluating and monitoring the activities of the OSS. These protocols form the methodological basis for ensuring consistency and effectiveness in the roll-out of the offices, strengthening their role not only as an operational mechanism but also as a tool for activating and supporting urban regeneration processes at a local level.

This document presents the preliminary version (M30) of the implementation protocols, intended to serve as a reference for their subsequent review, validation and refinement. It is structured into four main sections: introduction, context, methodology used and annexes. The methodology section describes in detail the process followed for the identification, prioritisation, development and validation of the protocols, highlighting the phases of collaborative work with the various stakeholders within the consortium and the methodological decisions adopted to ensure the coherence of the protocol system.

The appendices include the protocols developed during this phase:

- Action plan diagnostic protocol, aimed at obtaining a comprehensive understanding of the area of intervention.

- Community engagement and management protocol, focusing on the processes of recruitment, awareness-raising, information provision, communication, active listening and support for decision-making by citizens and communities within the area of action.

- OSS activity evaluation and monitoring protocol, which establishes mechanisms for monitoring both public perception and the office's internal performance.

The final version of this document, scheduled for month M36, will incorporate the adjustments resulting from the consortium's joint review and validation, consolidating the definitive methodological framework that will enable the OSS model to be replicated in different geographical contexts and effectively integrated into urban regeneration processes.

2. DEFINITION AND CONTEXT

This protocol sets out the methodological framework for community support in building refurbishment and urban regeneration processes, once the OSS has been established in the neighbourhood and the corresponding Action Plan has been drawn up. Its aim is to guide the intervention from a holistic perspective, combining technical, social and organisational dimensions that enable the activation, support and consolidation of transformation processes in the residential sector.

Although the protocol is based on experience gained in a specific context, its approach incorporates lessons learnt and contributions aimed at facilitating its applicability in other areas. It is not intended as a closed or rigid model, but rather as an adaptable tool that can be used by different stakeholders and tailored to diverse circumstances, whilst maintaining common principles but allowing for flexibility in its implementation.

In this regard, the protocol recognises that there are no universal solutions that can be applied uniformly, and that each context requires specific adaptation depending on its characteristics. The support model and the governance of the OSS itself may vary significantly according to different parameters that influence the process.

Key factors include the scale of the area of intervention (number of dwellings), the typological diversity of the housing stock, the socio-economic situation of the communities, urban density (concentrated areas versus more dispersed settlements), the institutional capacity and experience of the local authority in urban regeneration processes, as well as the degree of maturity of the process itself (initial conditions, level of community organisation or previous experiences).

Taking these parameters into account allows the approach, the intensity of support and the tools used to be adapted to each case, ensuring an intervention that is better tailored, more effective and more responsive to the reality of each area.

Within this framework, this protocol draws on the experience gained in the Torreurizar area, which serves as a benchmark for the development of the support model. This context, due to its complexity and uniqueness, has enabled the testing and refinement of many of the tools and approaches outlined here.

The Torreurizar area is characterised by being a large-scale housing estate, with a high number of dwellings and commercial premises, organised into multiple blocks and with a complex ownership structure. This configuration implies the coexistence of different realities within the same area, from both a physical and a social perspective. The key characteristics of the chosen setting are its location in Bilbao, a large municipality with specific technical resources (SUR), and the selection of an area where the local authority, in the form of the OAL Viviendas Municipales, has a long track record: initially as a public housing manager, and currently as a co-owner of part of the 265 dwellings that make up the housing association.

This provides extensive knowledge of the neighbourhood's conditions—both technical and socio-economic—whilst membership of the housing association grants access to detailed information and an understanding of the neighbourhood's needs. This has enabled the completion of the initial stages 0 and 1, involving assessment and study.

Two further factors contributed to the selection of Torreurizar as a living lab: its status as a listed building – the historical protection of which often poses a significant barrier to energy-efficiency refurbishment – and the maturity of the project, given that, in this case, the housing association has already recognised the need for refurbishment, has begun to explore possible solutions and, above all, has started to set aside funds for this purpose. This situation enables the completion of stages 2 and 3 – awareness-raising and consultation.

Given these circumstances and an Action Plan driven by the OAL and involving the Association of Municipalities, the OSS is working on stages 4, 5 and 6, with the details described in WP4.

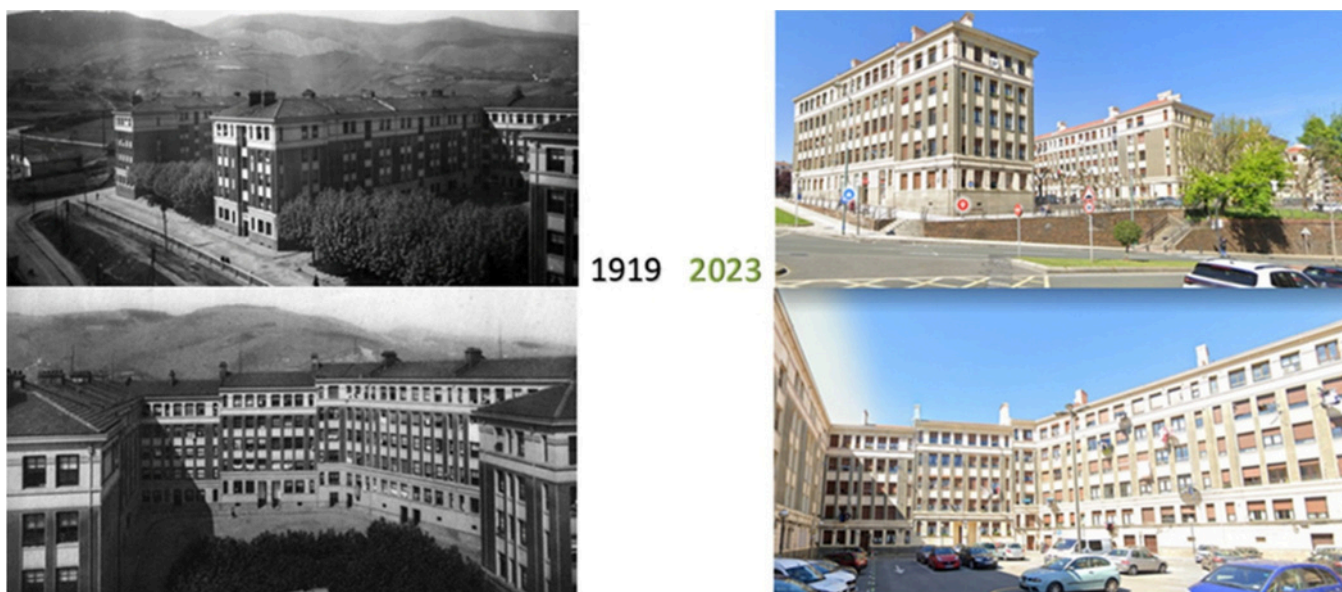


Illustration1 : Images from 1919 and 2023. Source:



Illustration2 : Plans and images of the regeneration project, Abitura Arquitectos. Source:

This context has enabled the development of a support model specifically geared towards managing complexity, mediating between stakeholders and building collective decision-making processes in large-scale contexts. At the same time, the protocol incorporates lessons learnt from this experience with the aim of adapting them to other contexts, whether more or less complex. Thus, although the model originated in Torreurizar, its design is based on a transferable approach that allows it to be applied in various urban regeneration scenarios.



Illustration3 : Images courtesy of the Torreurizar office. Source:

2.1 METHODOLOGICAL PRINCIPLES

The community support protocol sets out the stages, objectives, tools and decision-making mechanisms necessary to facilitate the effective involvement of local communities throughout the entire process of building refurbishment and urban regeneration.

The protocol is designed as a system of technical and social support, delivered in both face-to-face and digital formats, with the aim of improving the quality of life in residential areas. To this end, it provides comprehensive support focused on the refurbishment of the building stock and the regeneration of neighbourhoods, viewing these processes not merely as physical interventions but as complex social processes requiring information, trust, organisation and the capacity for collective decision-making.

In this regard, the model places people at the centre of the process, recognising that the viability of any initiative ultimately depends on their involvement, understanding and willingness to participate. The protocol thus strikes a balance between the technical perspective and that of the residents, ensuring that interventions are not only technically sound but also relevant, understandable and acceptable to those living in the buildings. This enables the initiatives to respond effectively to real housing needs, improve living conditions and strengthen community cohesion.

At the same time, support is seen as an opportunity to strengthen energy awareness and, more broadly, the culture of residential living. In other words, it is not limited to facilitating specific decisions on refurbishment, but helps to generate knowledge, habits and skills that enable citizens to understand, manage and improve their residential environment in the medium and long term.

This approach is particularly relevant in the Spanish context, where approximately 70 per cent of the housing stock consists of multi-family dwellings³. This reality means that decision-making regarding buildings depends on owners' associations with varying levels of organisation, resources and capacity for consensus, which introduces a high degree of complexity into refurbishment processes. It is therefore essential to have specific support tools that facilitate collective organisation, conflict management and the building of consensus. One example is the new socio-educational support service promoted by the Regional Government of Navarre, which aims to encourage energy-efficient habits and harmonious coexistence in social rental housing estates⁴.

In this vein, the protocol incorporates lessons learnt from recent experiences in the field of public housing policy, which highlight the importance of social and educational support in promoting energy-efficient habits, improving community life and facilitating decision-making in complex residential environments.

2.2 TECHNICAL SUPPORT

This support is provided by an interdisciplinary team comprising both technical and social professionals. This team carries out facilitation, mediation and guidance functions, in coordination with the teams responsible for the Action Plan, with the aim of facilitating processes of deliberation and consensus-building within the communities.

Their work is not limited to conveying information, but also includes conflict management, adapting technical language, fostering an atmosphere of trust and, where necessary, providing support in structuring and organising the community itself to promote its autonomy. In this way, the support helps communities to develop their own capacities to manage their regeneration process.

³ National Institute of Statistics (INE) (2018). Continuous Household Survey.

⁴ Regional Government of Navarre (2019). Socio-educational support service for occupants of social rental housing.

Furthermore, the protocol establishes a two-way relationship between support and the definition of the Action Plan. The experiences, aspirations and areas for improvement identified within the communities — in terms of liveability, comfort, and energy and cost savings — are integrated into the assessment and planning processes. Failing to take these factors into account would mean neglecting a significant proportion of the elements that can trigger and sustain the regeneration process.

2.3 INTERVENTION SCENARIOS

The protocol provides for different intervention scenarios depending on the degree of complexity faced by communities in undertaking a regeneration process. This complexity may be determined by social, economic, organisational or cultural factors.

Depending on these scenarios, the model adjusts the intensity and type of support, allocating more or fewer resources according to the needs identified. This approach acts as a mechanism for equity, offsetting initial inequalities between communities and ensuring that all of them have genuine opportunities to participate in the process.

2.4 PRINCIPLES OF ACTION

Support is based on a series of principles that guide both the methodology and the relationship with the public. Firstly, it is based on proximity and building trust, recognising that community involvement requires a continuous presence, accessibility and close relationships.

At the same time, transparency and the traceability of information are guaranteed, so that everyone can access clear, comprehensible and verifiable content, and be aware at all times of the status of the process and the decisions taken.

The protocol also promotes the progressive empowerment of the community, supporting people from initial stages of information provision through to the acquisition of skills for deliberation and autonomous decision-making. Finally, it encourages informed and collective decision-making, ensuring that communities have the necessary information to evaluate alternatives, understand the implications and reach agreements in a conscious and shared manner.

2.5 CHARACTERISTICS OF THE SUPPORT MODEL

The support model is designed to facilitate a comprehensive process in which communities can understand the situation of their building, deliberate on possible solutions, make decisions and monitor the actions taken.

Beyond the building itself, the protocol helps to foster identity and cohesion at neighbourhood level, strengthening social networks and promoting a sense of belonging that extends beyond each individual community.

The support is designed to be accessible, comprehensive and personalised, adapting to the specific characteristics of each community and avoiding standardised approaches. At the same time, it does not replace any of the stakeholders involved — the local authority, technical experts, property managers or companies — but acts as a coordinating and facilitating element amongst them all.

Throughout all stages, the protocol ensures a series of basic conditions that reinforce the quality and transparency of the process. These include the systematic recording of meetings, the production and sharing of documentation, and the existence of permanent channels for consultation with the Office.

Furthermore, a clear distinction is drawn between the different types of decisions—informative, consultative or binding—so that residents' associations understand at all times the scope of their involvement and the extent of their influence at each stage of the process.

3. STAGES

Community support is structured around a sequence of stages that organise the process from the initial understanding of the context through to the final evaluation of the results. These stages should not be seen as rigid or entirely linear, but rather as a flexible operational framework that allows the intervention to be adapted to the reality of each neighbourhood and each community.

The proposed approach combines technical, social and educational dimensions, with the aim of facilitating a progressive process in which communities can understand their situation, become involved in the process, make informed decisions and sustain the improvements made over time. Each stage addresses specific objectives and is supported by concrete tools, but all are interrelated and share a common approach based on proximity, trust and collective action.

The various stages that make up this support process are described below:

3.1 ESTAGE 0. PARTICIPATORY STUDY OF THE STATE OF HOUSING

This preliminary stage enables us to build a thorough understanding of the urban, residential and regulatory context in which the intervention will take place. Through an analysis of the housing stock, socio-demographic characteristics and existing needs, the foundations are laid for defining a strategy tailored to the reality of the local authority or the area of action.

3.2 ESTAGE 1. SOCIAL ANALYSIS AND AWARENESS-RAISING CAMPAIGN

This stage involves an initial exploration of the neighbourhood's social and community fabric, combining information gathering with communication and outreach activities. The aim is to raise awareness of the project, identify key stakeholders, assess the level of community engagement and establish initial contact to build trust and visibility.

3.3 ESTAGE 2. AWARENESS-RAISING AND PERSONALISED SUPPORT

The aim of this stage is to present the content of the Action Plan to the public in an accessible way and to create the conditions for their active involvement. Through training initiatives, personalised support and work with steering groups, the progressive empowerment of communities is promoted and a deeper understanding of each building is developed.

3.4 ESTAGE 3. LISTENING

The listening stage enables the needs, concerns and priorities of the communities to be gathered in a structured manner and integrated into the process. This is a key moment for aligning the technical approach with social realities, identifying potential obstacles and developing intervention scenarios that are both viable and widely supported.

3.5 STAGE 4. DECISION-MAKING AND FORMALISATION OF AGREEMENTS

At this stage, communities are supported throughout the consultation and decision-making processes, ensuring that these are carried out in an informed and transparent manner and in accordance with the legal framework. Assistance is provided to help communities understand the options available, assess costs and benefits, and formalise the agreements necessary to move forward with the regeneration work.

3.6 STAGE 5. MONITORING DURING THE WORKS

Whilst the works are being carried out, support continues to ensure the process runs smoothly, to maintain communication with the community and to manage any incidents or conflicts that may arise. This stage is key to sustaining the trust that has been built and strengthening community cohesion.

3.7 STAGE 6. EVALUATION

The final stage focuses on assessing the results of the process, in both technical and social terms. It enables an analysis of the impacts achieved, the gathering of lessons learnt, and the consolidation of changes in the culture of the neighbourhood and community management, contributing to the continuous improvement of the support model.

3.8 SUMMARY OF THE STAGES OF THE SUPPORT PROCESS

STAGE	MAIN OBJECTIVE	KEY ASPECTS OF THE STAGE
Stage 0. Participatory study of the state of housing	To understand the urban, residential and of regulatory context of the area intervention.	Strategic basis and knowledge of the area
Stage 1. Social analysis and awareness-raising campaign	Raising awareness of the project and gaining an initial understanding of the community fabric	Initial engagement and building trust
Stage 2. Awareness-raising and personalised support	Empowering and involving communities in the process	Understanding, trust and genuine engagement
Stage 3. Listening	Gathering communities' needs, expectations and priorities	Adapting the process to local circumstances and identifying obstacles
Stage 4. Decision-making and formalising agreements	Facilitating deliberation processes and the adoption of agreements	Informed and collective decision-making
Stage 5. Monitoring during the works	Monitoring implementation and managing incidents	Sustaining the process and community cohesion
Stage 6. Evaluation	Analysing the results and lessons learnt from the process	Continuous improvement and consolidation of the model

4. STAGE 0. PARTICIPATORY STUDY OF THE STATE OF HOUSING

When implementing a Social Housing Organisation (SSO) in a neighbourhood, it is necessary to carry out a study that provides an in-depth understanding of the residential, social and urban realities of the area in question. This stage constitutes the starting point of the support process and is key to ensuring that the subsequent intervention is relevant, effective and tailored to the specific characteristics of the area.

The outcome of the study takes the form of a report that summarises the main findings and sets out initial strategic lines of action.

4.1 DEFINITION AND OBJECTIVES

Far from being a purely technical exercise, this study should be understood as an initial comprehensive assessment of the neighbourhood, combining objective information with a strategic analysis of the context. Its aim is not merely to describe the current situation, but to identify opportunities for intervention, potential barriers and factors that could act as catalysts to trigger urban regeneration processes.

This analysis must be carried out in coordination with the Comprehensive Diagnostic Protocol for the Action Plan, so that both processes feed into one another and remain consistent. The coordination between the two enables the construction of a solid and ongoing knowledge base that links territorial analysis with concrete intervention. Furthermore, this stage enables the identification of potential avenues for social intervention, such as programmes to foster community roots, community revitalisation or support for vulnerable groups, as well as establishing channels of collaboration with the third sector, which can play a key role in building local connections and fostering trust.

Experience with support programmes shows that there are no models that can be automatically replicated; rather, each context requires solutions tailored to its social, economic and built environment realities. Consequently, this stage is not conceived as an isolated exercise, but as the starting point for building a solid foundation upon which to design the dissemination, awareness-raising and support strategies to be implemented in subsequent stages. **4.2 KEY VARIABLES**

Across the board, the study incorporates a series of variables that are decisive for the design of the interventions:

- Living conditions
- Level of accessibility of buildings
- Energy efficiency of the housing stock
- Situations of social and economic vulnerability
- Status of technical building inspections (ITE)
- Availability and adequacy of support schemes

Combining these variables enables us to construct a complex and interrelated picture of the neighbourhood, identifying not only isolated problems but also structural dynamics that must be addressed in an integrated manner. To determine the variables, various aspects are analysed:

4.2.1 ANALYSIS OF THE REGULATORY AND URBAN PLANNING FRAMEWORK

The study begins with a review of the legal and regulatory framework governing actions relating to housing and the urban environment. This analysis enables the identification of both existing obligations and the opportunities offered by the regulations to promote regeneration processes.

This section covers current housing legislation (such as the Urban Tenancy Act, the Condominium Act and the Technical Building Code), as well as the applicable urban planning instruments (General Urban Development Plan, Special Plans or other instruments). It is also important to consider regulations currently under review or being updated, as well as experiences and best practices that may serve as a reference.

This analysis not only provides a clear framework for action but also enables the anticipation of potential legal constraints in the decision-making processes of residents' associations.

4.2.2 SOCIODEMOGRAPHIC PROFILE OF THE AREA

A second key aspect of the study is the analysis of the neighbourhood's population. Understanding who these people are, how they live and what their circumstances are is essential for designing effective support.

Aspects such as demographic structure, the composition of household units, population ageing, the presence of vulnerable groups and the existence of situations of inequality are analysed. Particular attention should be paid to identifying the population that may be eligible for public assistance, as this factor can be decisive in triggering regeneration processes.

This analysis makes it possible to anticipate specific needs — such as accessibility, social support or assistance with financial management — and to adapt intervention tools to the local context.

4.2.3 CHARACTERISATION OF THE HOUSING STOCK

The study of the housing stock is one of the central pillars of this stage. It involves a detailed analysis of the physical and functional characteristics of the dwellings and buildings within the area of intervention.

This analysis covers building typology, the age of the buildings, the size of the dwellings and their state of repair, taking into account criteria relating to safety, health and habitability. It also incorporates key variables such as accessibility — the presence of lifts, the removal of architectural barriers — and energy efficiency.

At this stage, it is particularly important to identify situations of residential vulnerability, such as substandard housing, as well as potential opportunities for intervention, such as extensions, comprehensive refurbishments or the conversion of underused spaces into residential resources.

Housing prices (for both purchase and rent) and the existence of vacant housing are also analysed, with the latter understood as a potential resource that can be utilised through appropriate strategies.

4.2.4 IDENTIFICATION OF HOUSING NEEDS AND DEMAND

Beyond characterising the existing housing stock, the study must include an assessment of the population's housing needs and demands.

This includes identifying situations where dwellings do not adequately meet the living conditions of their occupants, as well as the need for refurbishment, whether for reasons of accessibility, maintenance, energy efficiency or improved comfort.

It also analyses the potential demand for social housing or other housing solutions, which helps to gauge the scale of future initiatives and guide public policy.

4.3 OPERATIONAL SUMMARY OF STAGE 0

Below is an operational summary of the phase, providing a structured overview of the main lines of action, objectives and outcomes of the phase.

ACTION	OBJECTIVE	WHAT IS BEING DONE	HOW IT IS DONE	OUTCOME
1. Analysis of the regulatory and town planning framework	To understand the legal context of the project	Review regulations and planning	Analysis of legislation (LAU, LPH, CTE), the General Urban Development Plan (PGOU), special plans, and review of best practice	Clear regulatory framework and identified opportunities
2. Socio-demographic profile	Understanding the social reality of the area	Analysis of the population and social conditions	Demographic data, family structure, vulnerability, access to support	Identification of social needs and key profiles
3. Analysis of the housing stock	Assessing the condition and characteristics of the housing stock	Physical and functional survey of buildings and dwellings	Condition, age, habitability, accessibility, energy efficiency	Technical survey of the housing stock
4. Identification of needs and demand	Identifying shortcomings and for opportunities intervention	Analysis of housing needs	Renovation, accessibility, housing demand, vacant housing	Prioritisation of needs and opportunities
5. Integration of key variables	Building a cross-cutting view of the neighbourhood	Relationship between technical and social variables	Liveability, accessibility, energy, vulnerability, ITEs, grants	Comprehensive analysis of the context
6. Identification of strategic priorities	Guiding future intervention	Definition of initial strategies	Data cross-referencing, territorial and social analysis	Basis for the design of the Action Plan
7. Coordination with the Action Plan	Ensuring consistency throughout the process	Integration with a comprehensive assessment	Coordinated work in line with technical protocols	Continuity between analysis and intervention
8. Openness to social intervention and partnerships	Incorporating the social dimension into the process	Identification of programmes and stakeholders	Community integration programmes, the third sector, social services	Collaborative network and social opportunities
9. Preparation of the study report	Summarising and the structuring information	Drafting of the main document	Systematisation of data and conclusions	Initial strategic document

5. STAGE 1: SOCIAL ANALYSIS AND AWARENESS CAMPAIGN

Once the preliminary study of the area has been carried out (Stage 0), the social analysis and outreach stage begins, the aim of which is to establish direct contact with local residents and start building the relational foundations of the process. This stage involves moving from territorial analysis to interaction with the communities, enabling the information gathered previously to be cross-checked against the reality experienced and perceived by the neighbourhood.

This is a key moment for raising awareness of the OSS and the Action Plan within the neighbourhood, building trust, identifying relevant stakeholders and understanding the communities' actual starting point in terms of organisation, knowledge and willingness towards regeneration.

The communication strategy must be tailored to the neighbourhood's characteristics and the different demographic profiles, combining channels and formats to ensure the information is accessible and to facilitate an effective initial engagement with residents. In this way, communication and social analysis proceed in parallel, reinforcing one another and contributing to the gradual mobilisation of the communities.

5.1 DEFINITION AND OBJECTIVES

The main objective of Stage 1 is to communicate the implementation of the OSS and the Action Plan, whilst building an initial social understanding of the neighbourhood from a grassroots perspective. It is not merely a matter of providing information, but of initiating a process of engagement with residents that enables an understanding of how communities function and what conditions exist to trigger regeneration processes.

During this stage, a preliminary social analysis of the residential and community fabric is carried out, which complements and puts into context the information obtained in Stage 0. This analysis makes it possible to identify the levels of community engagement, their organisational capacities, their socio-economic conditions and the factors that may facilitate or hinder collective decision-making.

It also seeks to verify the actual use of dwellings and premises (primary residence, rental, vacant properties, non-residential uses), whilst incorporating relevant information for tools such as the Building Passport. This knowledge enables a more refined analysis of the neighbourhood and the identification of specific situations that may require tailored support.

Another key objective is to identify levels of social vulnerability, socio-cultural diversity and specific circumstances that may influence the process. In parallel, work is carried out to identify facilitators and barriers to regeneration, as well as potential local partners—such as social workers, property managers or residents with leadership skills—who can act as points of reference or catalysts.

In this regard, this stage enables an initial categorisation of communities according to their degree of complexity, which will be crucial for tailoring the intensity and type of support in subsequent stages.

Furthermore, this stage serves to assess the communities' level of awareness of the Action Plan and to establish initial points of contact that will enable the relationship with the neighbourhood to be deepened.

Key specific objectives include:

- Raising awareness and building trust

- Raising awareness of the OSS and the Action Plan, establishing an initial link with the public and assessing their level of awareness.

Preliminary social analysis

Analysing the residential and community fabric, including levels of engagement, socio-economic conditions, housing use and situations of vulnerability.

Identification of key factors and local stakeholders

Identify enablers and barriers to regeneration, as well as key stakeholders and individuals who can act as catalysts.

Segmentation of communities

Classify communities according to their degree of complexity and receptiveness, enabling support strategies to be tailored accordingly.

5.2 METHODOLOGICAL APPROACH

This stage is underpinned by a set of methodological tools and criteria that enable information to be systematised, ensure the coherence of the process and build a shared understanding of the local area. This approach combines structured data collection with grassroots work, so that the knowledge generated is not merely technical, but also social and contextualised.

The aim is not merely to gather information, but to transform it into actionable knowledge that enables an understanding of how communities function, what their starting points are, and what factors may influence their activation. To this end, mechanisms are established to organise, cross-check and analyse the information from a holistic perspective, linking the data obtained in the field with the preliminary analysis carried out in stage 0.

This methodological approach also helps to standardise criteria amongst the various stakeholders involved, facilitating a common basis for interpretation and decision-making. In this way, a shared understanding of the neighbourhood is built, which serves both to guide support strategies and to prioritise interventions and adapt tools to the reality of each community.

Within this framework, the stage draws on various instruments that enable the information to be organised and the analysis to be put into practice. These include tools for assessing buildings and communities, which allow for classification and prioritisation based on various criteria (condition of the building, vulnerability, level of engagement, etc.).

Social analysis questionnaires, accessible communication materials (presentations, posters, visit scripts) and housing stock databases are also used, enabling information to be organised by building, entrance block, dwelling and commercial premises.

It is also essential to define, at this stage, the OSS's communication channels (face-to-face, telephone and digital), as well as the criteria for using each one, ensuring accessibility and proximity.

Organisational aspects are also incorporated, such as the document management system, ensuring the traceability of information and compliance with data protection regulations, as well as identity elements such as the brand manual, which help to build recognition and trust.

In this context, the analysis carried out is not limited to describing the reality of the neighbourhood, but enables the identification of the factors that influence communities' ability to initiate regeneration processes. Building on this foundation, the factors that may facilitate or hinder such activation are analysed, recognising that not all communities start from the same conditions nor require the same type of support. Identifying these factors enables the intervention to be tailored, potential obstacles to be anticipated, and working strategies to be directed towards a progressive activation process adapted to each individual case.

5.2.1 FACTORS INFLUENCING COMMUNITY ACTIVATION

Based on fieldwork and analysis combined with Phase 0, a series of factors are identified that have a decisive influence on communities' willingness to initiate rehabilitation processes. These factors do not operate in isolation, but rather are interrelated and give rise to different scenarios of varying complexity.

Identifying these factors makes it possible to anticipate obstacles, detect opportunities and adapt the type and intensity of support, acting as a key mechanism for tailoring the intervention to the reality of each community. In order to systematise the analysis of the degree to which communities are prepared for rehabilitation, a matrix of enabling factors is proposed, which allows for the structured identification of the elements that may facilitate or hinder the process. This matrix is based on experience in supporting communities and organises the factors into different key dimensions — demographic, economic, organisational and cultural —, identifying for each of these situations that act as facilitators or barriers.

Its aim is not to rigidly classify communities, but to provide an operational tool for interpreting their complexity, anticipating potential obstacles and guiding the type of support required in each case. In practice, most communities will exhibit combinations of factors of both types; therefore, the analysis must be carried out in an integrated and contextualised manner.

Furthermore, this matrix helps to standardise criteria amongst the technical and social teams involved in the process, facilitating a shared understanding of the local area and supporting decision-making. Its application helps to prioritise interventions, adjust the level of support and define differentiated strategies according to each community's level of engagement.

DIMENSION	FACILITIES	CHALLENGES
DEMOGRAPHIC PROFILES	Mostly young families Experience in energy management Upper-middle socio-economic profiles	Mostly older people or young students Little experience in energy management Lower-middle socio-economic profiles
ECONOMIC PROFILES	Low level of arrears in the housing association Overall thermal comfort 100% resident homeowners	High level of arrears in the housing association Cases of energy poverty Diversity of property types
COMMUNITY STRUCTURE	Low turnover of owners and residents Little or no bank-owned property Little or no illegal occupation of housing	High turnover of owners and residents High proportion of bank-owned properties Presence of illegal squatting
ENERGY AND HOUSING CULTURE	Little non-residential activity Primary use is habitual residential Presence of a property manager Efficient practices High aspirations for improvement	High levels of non-residential activity Secondary use of dwellings No property manager Inefficient practices Low aspirations for improvement

TABLE. FACTORS INFLUENCING A COMMUNITY'S PROPENSITY FOR RENOVATION

Firstly, demographic profiles significantly influence the capacity for action. Communities with a majority of young or middle-aged people tend to show greater willingness to undertake processes of change, particularly where there is previous experience of collective management or of issues relating to energy or building maintenance. Conversely, communities with a high proportion of older people may show greater initial resistance, not so much due to a lack of interest, but because of difficulties in understanding the process, a fear of building works or financial uncertainty. In these cases, accessibility — rather than energy efficiency — is usually the main catalyst.

Secondly, socio-economic factors are decisive. Communities with medium or high income levels, low arrears and a degree of economic stability find it easier to undertake investments. By contrast, contexts characterised by economic hardship, energy poverty or high levels of arrears require specific strategies, including support in accessing grants, explaining funding models or adapting proposals to more viable scenarios.

The ownership structure and the level of community organisation are another key factor. Communities with a high proportion of resident owners, low turnover and well-established organisational structures (such as an active chairperson, a property manager and regular meetings) tend to be better able to move forward with decision-making. Conversely, communities with a mix of ownership arrangements (rental, bank-owned, vacant properties), high turnover or a lack of organisational structures face greater difficulties in coordinating collective processes. The dynamics of the building's use also play a role. Buildings used predominantly for regular residential purposes tend to generate greater engagement than those with a significant proportion of secondary, tourist or non-residential uses. Furthermore, the existence of previous conflicts or strained relations between neighbours can pose a significant obstacle.

A particularly relevant factor is the community's housing and energy culture. This includes both everyday practices (energy use, building maintenance) and beliefs and aspirations regarding housing. Communities with a greater focus on comfort, efficiency or improving living conditions tend to show greater willingness to engage, whilst a lack of information or the perception that 'there is no need to take action' can hinder mobilisation.

Finally, it is important to consider the existence of specific triggering factors, such as accessibility issues, structural defects, regulatory requirements (ITE) or increases in energy costs. These factors can act as catalysts for the process if they are properly addressed through support.

Combining all these factors makes it possible to classify communities according to their level of engagement and complexity, which is key to designing tailored strategies and optimising available resources.

5.3 ACTIONS

To achieve the objectives of this stage, a set of coordinated actions is implemented, combining outreach, engagement, analysis and relationship-building. These actions should not be viewed as one-off initiatives, but rather as an ongoing process aimed at building trust, raising the profile of the project and progressively mobilising communities.

One of the first actions is the creation of a map of local stakeholders, enabling the identification and location of key actors in the neighbourhood: neighbourhood associations, social organisations, local businesses, municipal services, educational establishments, property managers and organised groups. This map not only serves as a knowledge tool but also forms the basis for building alliances and collaborative networks.

At the same time, a multi-channel communication strategy is developed, tailored to the neighbourhood's specific characteristics. This includes organising open sessions to present the Action Plan, general information meetings, campaigns in local media, press releases and leafleting campaigns using accessible materials. The aim is to ensure that the information reaches as many people as possible, using diverse and complementary channels.

However, experience shows that general dissemination alone is not sufficient. For this reason, intensive community outreach activities are incorporated, such as door-to-door information campaigns or visits to buildings, which enable direct contact to be established with communities. These activities are key to building trust, addressing concerns in accessible language and gathering qualitative information that is unlikely to emerge in other settings.

Furthermore, specific meetings are held with key stakeholders, such as municipal technical teams, property managers or third-sector organisations. These meetings enable a consistent approach to be adopted, interventions to be coordinated and existing structures to be utilised to facilitate access to communities.

A key activity is the use of preliminary social analysis questionnaires, which enable the systematic collection of information on aspects such as demographic profile, socio-economic situation, the level of community organisation, and the culture of the neighbourhood. These questionnaires can be administered in both face-to-face and digital formats, and must be adapted to the neighbourhood's specific context to ensure they are understood and encourage participation.

In addition, buildings are identified and prioritised by combining technical criteria (building condition, age, accessibility, energy efficiency) with social criteria (vulnerability, level of community engagement, presence of facilitating agents). This prioritisation enables efforts to be focused and communities with potential for progress to be selected.

At this stage, it is also crucial to identify 'key residents' or community leaders – that is, people who, due to their involvement, leadership skills or standing within the community, can act as facilitators of the process and help spread the message.

Finally, all these actions must be accompanied by ongoing work to systematise the information, enabling contacts to be recorded, patterns to be identified, knowledge of the neighbourhood to be updated and the traceability of the process to be ensured.

Taken together, the actions in this stage enable a shift from a focus on general information to one centred on relationships and engagement, laying the foundations for more in-depth support in the subsequent stages.

5.4 PRODUCTS

The outcome of this stage takes the form of a series of outputs that help to consolidate the knowledge generated and guide the subsequent stages of the process.

Firstly, an initial social analysis report on the neighbourhood is drawn up, which brings together the information gathered and provides an initial overview of the community's situation.

Likewise, potential pilot communities are identified, selected on the basis of criteria such as the condition of the building, the level of community engagement or the existence of situations of vulnerability, which can act as catalysts for the process.

Finally, a typological classification of the communities (high, medium or low level of engagement) is carried out, which will enable support strategies to be tailored in subsequent stages and the available resources to be optimised.

5.5 COMMUNICATION

Communication in Stage 1 combines three functions: raising awareness of the OSS and the Action Plan, establishing an initial connection with the public, and gathering social information about the neighbourhood. The entire communication system must operate in a coordinated manner, without separating outreach from fieldwork or social analysis.

The strategy must evolve from an initial, more informative approach towards a more direct relationship with the communities. To this end, general outreach activities are combined with grassroots work within the local area. Face-to-face communication plays a central role, as it is what enables trust to be built, a better understanding of each community's situation to be gained, and key individuals to be identified.

Communication must be tailored to each type of community. Not all require the same level of intensity or the same type of message. Therefore, channels, language and format are adapted to the context. The information gathered at this stage also serves to validate and supplement the preliminary study.

Communicative function	Operational criterion	Rule of application	Type of language	Notes on usage
Dissemination and initial positioning	Initial communication must ensure the project's visibility across the entire area of operation	Generally carried out at the start of the phase	Clear and informative	Avoid an overload of technical information
Community engagement and activation	Local communication is mandatory in priority buildings	It is initiated following the initial dissemination	Relatable and tailored	It is the main channel for building trust
Information gathering and verification	All communication must allow for the collection of structured social information	Integrated into visits, interviews and questionnaires	Clear and guided	Do not separate communication from analysis
Regional coordination	Relationships with local stakeholders must be formalised and take place on a regular basis	This is carried out through structured meetings	Technical and precise	Avoid duplication of communication
Support for the communication system	All materials must ensure consistency and comprehensibility	Applied across the entire stage	Clear and functional	Includes physical and digital formats
Relational recognition (across board) the	Points of reference are identified all on an ongoing basis in interactions	It is not an isolated action	Intimate and natural	Depends on qualitative observation

5.6 OPERATIONAL SUMMARY OF STAGE 1

To facilitate the practical implementation of this stage, an operational summary is provided below, setting out the main actions, objectives and expected outcomes. This structure provides a clear overview of the methodological process, from the initial outreach to the identification of priority communities, and serves as a guide for the technical and social teams in carrying out their support work. The proposed sequence should not be understood as a strictly linear process, but rather as a flexible framework that can be adapted to the characteristics of the neighbourhood and the evolution of the process itself, combining communication, analysis and engagement with the public.

ACTION	OBJECTIVE	WHAT IS DONE	HOW IT IS DONE	OUTCOME
1. Engagement and communication	Raising awareness of the OSS Plan in the neighbourhood	Widespread promotion of the project	Open sessions, leafleting, posters, local media, press releases	Informed public and initial visibility of the project
2. Mapping the area	Identifying key and existing networks	Locating formal and informal stakeholders	Map of stakeholders: associations, businesses, social services, administrators, etc.	Initial network of partners and understanding of the local ecosystem
3. Proximity and initial contact	Building trust and gaining access to communities	Direct contact with residents and communities	Door-to-door visits, visits to buildings, informal meetings	Establishing with and gathering qualitative information of communities
4. Preliminary social analysis	Understanding the social and organisational reality of communities	Collection of structured information	Questionnaires, interviews, direct observation	Social, economic and organisational profile of the communities
5. Analysis of enabling factors	Assessing readiness for rehabilitation	Application of the factor matrix	Analysis of variables: demographic, economic, organisational and cultural	Classification of communities according to level of activation
6. Identification of key communities	Prioritising intervention	Selection of communities with potential	Cross-referencing technical and social criteria	Identification of pilot or priority communities
7. Identifying key figures	Facilitating community mobilisation	Identification of key individuals	Driving neighbours, informal leaders, facilitators	Community support for network subsequent stages
8. Systematisation	Organising and ensuring continuity of information	Recording and structuring data	Databases, community contact profiles, registers	Traceable and useful information for support

6. STAGE 2: AWARENESS-RAISING AND PERSONALISED SUPPORT

Following an initial phase of outreach and social analysis, Stage 2 focuses on deepening the relationship with the communities and moving towards their active involvement. At this stage, the process moves from an initial contact to closer support, tailored to the specific characteristics of each community, with the aim of facilitating their involvement in the rehabilitation process.

This stage is key to transforming initial interest into active participation, creating the necessary conditions for communities to understand their situation, identify their needs and begin to take a stance on possible interventions. **6.1 DEFINITION AND OBJECTIVES**

The main objective of Stage 2 is to promote the active involvement of communities in the regeneration process, through awareness-raising, training and personalised support.

At this stage, we work directly with local communities, gaining a deeper understanding of each building and tailoring our support to their level of engagement, the complexity of the situation and their specific needs.

Key specific objectives include:

Understanding and training

To improve communities' understanding of the condition of their building and the possible interventions, by translating the technical content of the Action Plan into accessible language and providing tools to help them interpret technical and financial reports.

Analysis and in-depth understanding

To conduct an in-depth social and organisational analysis of each community, identifying the baseline factors in each building (economic, relational, technical and cultural) and incorporating the communities' real motivations (accessibility, conservation, comfort, health, savings, etc.).

Building trust and community engagement

Building trust in the technical team and in the Action Plan process, encouraging an initial collective reflection on the need for intervention, identifying and beginning to address doubts, resistance and obstacles, and identifying, mobilising and supporting driving groups or key figures within the communities and the neighbourhood.

Organisation and decision-making

Providing resources to facilitate collective decision-making within the community and creating the necessary conditions to move towards scenarios of deliberation and agreement.

Preparation for subsequent stages

To prepare communities to move towards the listening and decision-making stage, laying the foundations for informed and viable collective processes.

This stage therefore represents an intermediate step between general information (Stage 1) and decision-making (Stage 4), and is key to establishing the necessary conditions for reaching agreement.

6.2 METHODOLOGICAL APPROACH

Support at this stage is based on a holistic approach that combines informational, social and educational dimensions. It is not merely a matter of conveying information, but of fostering processes of understanding, ownership and trust that enable communities to move progressively towards decision-making.

Renovation is approached not as a technical obligation, but as an opportunity to improve homes, comfort, health and collective well-being, reinforcing the sense of belonging and empowering residents as agents of change within their own community. This shift in approach is key to connecting with citizens' real motivations and triggering processes that would otherwise be difficult to initiate.

In this regard, various complementary approaches are incorporated:

Culture of residential living: the energy culture approach is broadened to incorporate aspects such as accessibility, comfort, health, maintenance and safety. Work is carried out on people's practices, beliefs and aspirations in relation to their homes.

Adaptation to the level of engagement: support is tailored to the level of complexity of each community (high, medium or low), identifying the type of support each one requires (informational, organisational, social or financial).

Progressive learning: a process is promoted in which communities progress from a basic understanding towards a greater capacity for analysis and decision-making.

Proximity and trust: support is provided from a position of closeness, creating safe spaces where people can express their doubts, concerns and expectations.

Technical translation: technical content is adapted into accessible language, making complex concepts easier to understand.

Focus on real motivations: the approach starts from the specific interests of the communities (for example, improving accessibility or resolving health issues) to introduce other dimensions such as energy efficiency or improved comfort.

Collective construction: community working spaces are promoted to enable the sharing of information, the comparison of viewpoints and the development of a shared vision.

This approach enables progress towards genuine community involvement, moving beyond a purely informative approach and building a solid foundation for decision-making in subsequent stages.

6.3 TOOLS

This stage is supported by a range of educational, technical and digital tools designed to facilitate understanding, participation and decision-making by the communities. These tools are not used in isolation, but form part of a structured educational programme that supports the communities throughout the process.

In this regard, the support provided incorporates a teaching approach that combines the transmission of information with the creation of learning experiences, adapting the content to the different profiles and levels of knowledge within each community.

6.3.1 EDUCATIONAL TOOLS

Teaching resources specifically designed to facilitate understanding of complex aspects related to regeneration are used:

Tailored reports for each building, produced in an accessible and visual format, which summarise the relevant technical, social and economic information. These reports serve as a basis for collective reflection.

Adapted presentations (such as PowerPoint or other visual formats), which enable concepts such as how the building functions, possible interventions or available support to be explained clearly and step-by-step.

Guides and informative materials, which facilitate individual consultation and reinforce the content covered in group sessions.

These tools help to translate technical language into an understandable format, reducing barriers to accessing information.

6.3.2 PARTICIPATORY TOOLS

The process incorporates active methodologies that encourage people's involvement and the collective construction of knowledge:

Participatory activities, aimed at identifying the perceptions, expectations and concerns of the communities.

Practical workshops, where specific cases relating to the building itself or similar experiences are explored.

Role-play or simulations, which allow participants to rehearse real-life situations such as owners' meetings or decision-making processes, facilitating an understanding of the various possible scenarios.

These tools enable a shift from an informative approach to an experiential one, encouraging the community to take ownership of the process.

6.3.3 DECISION-MAKING SUPPORT TOOLS

Specific resources are used to help communities interpret information and evaluate alternatives:

Comparisons of actions (costs, benefits, impact).

Simulations of intervention scenarios.

Structured explanations of grants and funding models.

These tools make it easier to understand the real implications of decisions and reduce the uncertainty associated with the process.

6.3.4 DIGITAL TOOLS

The support programme incorporates digital tools that improve access to information and enhance the educational aspect of the process.

Of particular note is the Building Passport platform, which is used not only as a technical diagnostic tool but also as an educational resource. Through this platform, communities can view the condition of their building, understand the possible measures to be taken and monitor the progress of the refurbishment process.

Similarly, other digital channels (website, email, messaging) can be used to facilitate communication, share documentation and maintain ongoing contact with the communities.

6.3.5 MONITORING AND SYSTEMATISATION TOOLS

Internal tools are used to organise and ensure the continuity of the process:

- Up-to-date community records

- Meeting and contact records

- Information archiving and traceability systems

These tools enable us to monitor each community individually and tailor our support according to their progress. Taken together, this suite of tools enables the structuring of a pedagogical, progressive and tailored support process, in which communities not only receive information but also acquire the skills to understand, participate in and make decisions regarding the refurbishment of their building.

6.4 ACTIONS

The actions in this stage are aimed at deepening the communities' understanding, improving their comprehension and facilitating their gradual engagement. To this end, they combine information, training, relationship-building and direct support activities, structured across different levels of intervention.

Taken together, these actions enable progress from an initial awareness-raising stage towards a process of genuine involvement, in which communities gradually acquire a greater capacity to understand, discuss and make decisions regarding the refurbishment of their building.

6.4.1 INFORMATION AND DIRECT WORK WITH COMMUNITIES

Specific information meetings are held with owners' associations and individual homeowners, at which the building's situation, the content of the Action Plan and possible courses of action are presented in a tailored manner. These sessions enable the message to be adapted to each community and address any initial queries.

We also attend owners' association meetings, helping members to understand the issues under discussion, encouraging participation and helping to foster a climate of trust and dialogue.

In addition, support is provided prior to decisions being taken, helping to prepare the necessary information, clarify technical and financial implications, and structure the topics to be addressed at the meetings.

6.4.2 EDUCATION AND TRAINING

Training workshops are organised for the public, tailored to different levels of knowledge, which address key issues relating to the renovation process. These include:

- Building functionality (structural elements, maintenance, defects)

- Energy, comfort and health in the home

- Funding, grants and the costs of refurbishment

- Community management and the running of owners' associations

These workshops not only provide information but also aim to improve residents' ability to understand their situation and play an active role in the process.

In addition, specific training is provided for key figures or driving forces, aimed at equipping them with the tools to energise their community, facilitate internal communication and act as intermediaries with the technical team.

6.4.3 IN-DEPTH SOCIAL ASSESSMENT

We gain a deeper understanding of each community by administering detailed social assessment questionnaires, which enable us to collect structured information on demographic, economic, organisational and cultural aspects.

This assessment is complemented by group exercises designed to identify expectations, motivations, concerns and fears relating to the regeneration process. These exercises help to highlight diverse perceptions within the community and anticipate potential conflicts or resistance.

6.4.4 COMPILATION AND FEEDBACK OF INFORMATION

Tailored reports are produced for each building, using an educational and accessible approach, which summarise the relevant technical and social information. These documents enable communities to better understand their situation and serve as a basis for collective reflection.

Providing this information back to the communities is a key part of the process, as it helps to validate the assessment, build trust and facilitate ownership of the content.

6.4.5 COMMUNITY ENGAGEMENT AND COLLECTIVE PROCESSES

We promote community engagement by facilitating participation in meetings, improving internal communication and supporting their organisation where necessary.

Likewise, collective processes are developed at neighbourhood level, enabling communities to share experiences, learn from one another and strengthen their sense of belonging.

In this area, work is also carried out to coordinate the relevant stakeholders (technical staff, property managers, municipal services, social organisations), ensuring the coherence of the process and avoiding duplication of effort.

6.4.6 SUPPORT FOR DECISION-MAKING

Although decision-making is formalised at later stages, at this stage essential preparatory work is carried out to support the agreement-building processes, helping communities to understand the available options, assess their implications and prepare for deliberation.

This support helps to reduce uncertainties, improve the quality of the information available and create more favourable conditions for the adoption of agreements.

6.5 OUTPUTS

The work carried out during this stage produces a series of outputs that help to consolidate the knowledge gained, structure the support provided and prepare communities for the next stages of the process.

Firstly, updated fact sheets are drawn up for each community, incorporating the information gathered throughout this stage. These fact sheets cover aspects such as the level of engagement, the organisational situation, the main motivations and barriers identified, as well as the degree of willingness towards regeneration. This is a living document, enabling the progress of each community to be monitored and the support tailored accordingly. Furthermore, customised reports are produced for each building in an accessible format, summarising the relevant technical, social and economic information in a clear manner. These reports serve as a key tool for providing feedback to the communities and as a basis for collective reflection.

Another important outcome is the identification and consolidation of driving groups or community leaders, who are recognised as key interlocutors within the process. This outcome is not merely organisational; rather, it forms a fundamental basis for revitalising the communities in later stages.

Detailed social assessments are also produced for each community, based on questionnaires, interviews and participatory exercises, which enable a deeper understanding of the initial conditions and the specific needs of each building.

In parallel, an initial framework of intervention scenarios is developed for each community, identifying possible lines of action (accessibility, maintenance, energy efficiency, etc.) aligned with the motivations identified. These scenarios are not yet finalised proposals, but rather guidelines that facilitate the deliberation phase.

In addition, a systematic record of the process is compiled, including meetings held, contacts made, incidents, informal agreements and the progress of each community.

Finally, as the overall outcome of this stage, a high level of qualitative understanding of the neighbourhood and its communities is achieved, enabling us to identify which communities are ready to move towards listening and decision-making processes, and which require more intensive support.

6.6 COMMUNICATION

Communication in Stage 2 becomes a central element of the support provided. Its function is not to inform, but to facilitate understanding, build trust and support the activation of each community. Communication work is carried out on an ongoing and personalised basis, adapting to the level of maturity, organisation and complexity of each intervention.

Communication must be integrated into all activities during this stage: meetings with communities, workshops, participatory exercises, feedback sessions and contact with key contacts. In all cases, the objective is the same: to translate technical information into understandable language, reduce uncertainty and enable communities to take a clearer stance on the rehabilitation.

The communication system must be flexible and adaptable. Not all communities require the same type of support or the same level of interaction. Therefore, communication must be tailored to the degree of engagement, with a greater focus on those communities facing the greatest obstacles or with the least organisational capacity.

Communication function	Operational criterion	Rule of application	Type of language	Notes on use
Technical understanding	All information must be translated into formats that are understandable to the community	Mandatory in all technical interactions	Clear, structured and informative	Applies to meetings, workshops and documents
Relational support	Communication throughout the entire process with each community	It is not limited to specific moments	Approachable and tailored	Depends on the level of engagement
Community engagement	Communication should encourage participation in the process	It is integrated into group dynamics and collective work	Approachable and motivating (without being persuasive) Clear, structured and neutral	Particularly communities with low engagement
Decision support	Communication should help people understand options and scenarios	Prior to any decision-making		During pre-decision stages
Coordination with stakeholders	Communication must ensure consistency amongst parties involved	Requires alignment between technical staff, managers and organisations	Technical and precise	Meetings and structural coordination

6.7 OPERATIONAL SUMMARY OF STAGE 2

Below is an operational summary of the stage, which provides a structured overview of the main lines of action, objectives and results of the stage.

ACTION	OBJECTIVE	WHAT IS BEING DONE	HOW IT IS DONE	OUTCOME
1. Direct work with communities	To foster engagement and understanding of the process	Information tailored to each community	Meetings with CCPP, Communities are attendance at informed and have meetings, support prior a better to agreements understanding	
2. Education and training	Improving the ability to interpret and make decisions	Training on key aspects of regeneration	Workshops (buildings, comfort, energy, community support, management), training for key representatives	Empowered communities with greater autonomy
3. In-depth assessment	Gaining a detailed understanding of the reality of each community	Collection of social and organisational information	Detailed questionnaires, participatory activities	In-depth assessment of each community
4. Feedback and ownership of the information	Facilitating understanding and the validation of analysis	Accessible summary of the information	Tailored reports, feedback sessions	Communities that understand their situation and take ownership of it
5. Community empowerment	Strengthening organisation and cohesion	Encouraging participation and internal communication	Dynamics, organisational support, collective neighbourhood processes	More cohesive and active communities
6. Empowering community leaders	Fostering internal leadership	Identifying and supporting driving groups	Specific training, ongoing support	Network of community leaders
7. Coordination and network of agents	Ensuring consistency throughout the process	Coordination of stakeholders	Meetings with technical staff, administrators and organisations	A coordinated and aligned process
8. Preparation for decision-making	Facilitating transition to the deliberation process	Support prior to reaching agreement	Explanation of options, scenarios, support and measures and implications	Communities ready to decide
9. Monitoring and systematisation	Ensuring continuity of the process	Recording and updating information	Community profiles, records, traceability	Structured and up-to-date information

7. STAGE 3: LISTENING

Following the awareness-raising and personalised support process, Stage 3 focuses on gathering feedback from the communities in a structured manner. This stage is a key step in the process, as it enables the neighbourhood's needs, concerns and priorities to be integrated into the development of the intervention, tailoring the technical approach to the social reality of each building.

Listening is not conceived as an open-ended exercise without a framework, but rather as a guided process that allows for the incorporation of input where possible, whilst clarifying the limits of the Action Plan in respect of those elements that have already been defined. This balance between openness and clarity is essential for building trust and avoiding unrealistic expectations.

7.1 DEFINITION AND OBJECTIVES

The main objective of Stage 3 is to actively listen to the communities in order to integrate their needs, pace and concerns into the regeneration process, incorporating their day-to-day knowledge of the building and the neighbourhood into the definition of the actions.

This listening process focuses particularly on specific aspects of the intervention that can be adjusted or defined with public participation, such as decisions relating to use, design or priorities for action. At the same time, those issues that cannot be changed must be clearly stated, ensuring transparency and avoiding confusion.

Key specific objectives include:

- Identifying real needs and priorities

- Identifying the communities' priorities regarding their building (accessibility, conservation, energy, habitability, etc.), linking technical proposals to everyday needs.

- Identifying conflicts and obstacles

- Identifying internal tensions, disagreements or situations that may hinder the process, anticipating potential problems in decision-making.

- Adjusting the technical approach

- Incorporating social realities and the community's perceptions to adjust the technical approach within the possible parameters of the Action Plan.

- Assessment of perceived feasibility

- Analysing how communities perceive the economic and organisational feasibility of the interventions, identifying subjective and objective barriers.

- Development of shared scenarios

- Develop intervention scenarios that are understandable and have been discussed with the community, enabling progress towards more consensual positions.

7.2 METHODOLOGICAL APPROACH

The listening phase is based on a structured facilitation approach, in which the technical team acts as a mediator between the framework of the Action Plan and the needs of the communities.

Qualitative and participatory methodologies are combined to gather in-depth information, ensuring the inclusion of different profiles and preventing only the most visible or active voices from participating.

In this regard, the approach incorporates:

- Active and structured listening: this is not merely about gathering opinions, but about organising the information in a way that is useful for the process.

Clear frameworks: the limits of the process (what can and cannot be decided) are made explicit from the outset, avoiding the creation of unrealistic expectations.

Inclusion and equity: spaces are created that are adapted to different groups (older people, vulnerable groups, etc.), ensuring that all voices can be heard.

Facilitation of dialogue: spaces are promoted where different positions can emerge, with disagreements managed constructively.

Bridging the gap between social and technical aspects: the information gathered is transformed into useful elements for designing the intervention.

This approach enables listening to be transformed into an active tool for shaping the project, rather than merely a consultative stage.

7.3 ACTIONS

The actions in this stage are aimed at creating opportunities for structured consultation, gathering information and cross-checking it with the communities.

7.3.1 DIRECT CONSULTATION FORUMS

Meetings are held by block or community, enabling the specific circumstances of each building to be addressed. These meetings facilitate closer engagement, tailored to the context of each community. In addition, individual or small-group interviews are organised, which are particularly useful for gathering more qualitative information or in cases where there are difficulties with participation in group settings.

7.3.2 DELIBERATIVE AND PARTICIPATORY FORUMS

Facilitated deliberative forums are organised, where communities can express their opinions, compare viewpoints and discuss different options. In this context, prioritisation workshops are held, enabling needs to be ranked and the aspects most relevant to the community to be identified.

Tools for the comparative visualisation of scenarios are also used, helping to understand different intervention options and their implications.

7.3.3 FOCUS ON SPECIFIC GROUPS

Inclusive listening spaces are created that cater for the diversity of the community, paying particular attention to groups in vulnerable situations or with reduced capacity to participate, such as older people, people facing language barriers, gender inequalities or other circumstances that may hinder their involvement in the process. This ensures that the process is inclusive and that decisions are not influenced solely by the most active participants.

7.3.4 COLLECTION AND SYSTEMATISATION OF INFORMATION

A systematic collection of queries, objections and contributions is carried out, using structured tools that enable the information to be organised and facilitate its analysis.

At the same time, economic scenario simulations are developed to help communities understand the real-world implications of the various options.

7.3.5 SUMMARY AND FEEDBACK

As a result of the process, a document setting out the conclusions for each building is drawn up, summarising the main contributions, priorities and points of consensus or disagreement. This document is shared with the community, thereby validating the information gathered and ensuring transparency throughout the process.

7.4 OUTPUTS

This stage results in a series of outputs that enable the information gathered to be structured and transformed into useful knowledge for decision-making.

Firstly, summary documents are drawn up for each building, summarising the community's main contributions, including their priorities, needs, perceptions and concerns, as well as the points of agreement and disagreement identified.

Likewise, potential conflicts or obstacles are identified, along with the factors that facilitate consensus, enabling us to anticipate the complexity of the process within each community. This information is systematically gathered using questionnaires and data collection forms.

Based on this, intervention scenarios are developed that are tailored to the social reality of each building, always within the framework of the Action Plan, facilitating the understanding and organisation of the options. Furthermore, an assessment is made of the feasibility as perceived by the communities, in both economic and organisational terms.

Finally, a systematic record of contributions, queries and issues is compiled, ensuring the traceability of the process and its continuity during the decision-making stage.

7.5 COMMUNICATION

Communication in Stage 3 focuses on structuring the listening process and ensuring that communities' contributions are collected in an organised, comparable and useful manner for the design of the intervention. Its function is not to generate participation, but to organise it within a clear framework that allows social information to be integrated into the technical development of the Action Plan.

At this stage, communication acts as a system of mediation between the project framework and the voice of the communities. This involves defining from the outset which aspects can be incorporated into the adjustment process and which form part of decisions that have already been taken. This clarity is key to avoiding unrealistic expectations and ensuring trust in the process.

The communication system must ensure that all voices can be heard, not just the most active or visible ones. To this end, it adapts to different profiles and situations, guaranteeing the inclusion of groups facing greater difficulties in participating and ensuring that the information gathered is representative of the diversity of each community.

Communication function		Operational criterion	Rule of application	Type of language	Notes on usage
Structure of listening	of	All information collected must be organised in a way that allows for comparison between communities	Use of standardised recording criteria	Clear, neutral and analytical	Applicable to all information-gathering interactions
Defining scope of the process	the the	The limits of decision-making must be made explicit from the outset of each interaction	Communication what is negotiable and what is not	Clear, direct and transparent	Mandatory in all information deliberative sessions
Inclusion of a diversity of voices	must ensure the non-	Communication participation of dominant groups	Adaptation of formats and channels according to profile	Approachable, accessible and tailored	Special attention to groups facing barriers to participation
Socio-technical translation		Input must be converted into usable information for technical design	Systematisation following each interaction	Clear, structured and technical	During the analysis internal and consolidation phases
Neutrality in data collection		Communication must not prompt responses influenced decisions	Avoid bias in the formulation of questions	Neutral and non-directive	In all listening exercises

7.6 OPERATIONAL SUMMARY OF STAGE 3

Below is an operational summary of the stage, providing a structured overview of the main lines of action, objectives and outcomes of the stage.

ACTION	OBJECTIVE	WHAT IS DONE	HOW IT IS DONE	OUTCOME
1. Direct consultation with the community	Gathering needs, perceptions and priorities	Listening sessions tailored to each building	Meetings in communal areas, individual interviews or small group discussions (including adaptation to different profiles)	Qualitative information tailored to each community
2. Participatory and deliberative forums	Facilitating expression, discussion and prioritisation	Structured group activities	Prioritisation workshops, participatory facilitated forums	Prioritisation of needs and raising awareness of positions
3. Identifying conflicts and barriers	Identifying obstacles and difficulties in the process	Analysis of internal dynamics and resistance	Gathering objections, observing sessions, conducting interviews	Identifying tensions and factors causing deadlocks
4. Developing intervention scenarios	Translating needs into viable options	Development and evaluation of alternatives	Comparative visualisation, simulations, economic decision matrices	Comprehensible scenarios tailored to the community
5. Assessment of perceived feasibility	Analysing capacity to undertake actions	Comparison of economic and organisational perceptions	Cost simulation, guided of discussion, analysis of barriers	Realistic understanding of feasibility
6. Systematisation of information	Organising and structuring information gathered	Recording and organising data	Questionnaires, incident templates, records	Structured traceable information
7. Synthesis and feedback to the community	Validating and sharing results	Drawing conclusions up by building	Conclusions document, feedback sessions	Community aligned and ready to make decisions

8. STAGE 4: DECISION-MAKING AND FORMALISATION OF AGREEMENTS

Following the listening stage, the process reaches a crucial juncture: decision-making by the communities. This stage sees the culmination of the preparatory work, supporting the communities so that they can reach agreements in an informed and collective manner, in accordance with the legal framework.

This is a particularly sensitive moment, where technical, economic and social factors converge, and where support is essential to ensure the process is understood, transparent and legitimate.

8.1 DEFINITION AND OBJECTIVES

The main objective of Stage 4 is to facilitate collective, informed and transparent decision-making within the framework of the Horizontal Property Act, ensuring that residents' associations understand the implications of decisions and can reach agreements with confidence.

Key specific objectives include:

Understanding scenarios and options

Ensuring that residents' associations understand the available alternatives, their costs, benefits and implications.

Financial clarity and cost allocation

To define transparently how costs are distributed amongst the community (joint ownership association, entrance hall, dwelling), thereby avoiding subsequent disputes.

Facilitating the decision-making process

Supporting communities in the preparation and conduct of meetings, facilitating discussion and decision-making.

Legal and procedural safeguards

Ensure that agreements are adopted in accordance with the legal framework and are properly documented.

Project implementation

Ensuring that, once an agreement has been reached, progress can be made towards the implementation stage.

8.2 METHODOLOGICAL APPROACH

Support at this stage is based on ensuring a clear, structured and transparent decision-making process, in which communities can participate with knowledge and confidence. The methodology is not approached in an abstract manner, but is underpinned by a set of specific tools that make the information understandable and facilitate decision-making.

In this regard, the process is structured around the following operational principles:

Financial transparency: all information relating to costs, grants and funding is presented in a clear, accessible and detailed manner, using tools such as personalised instalment simulations, grant calculators and financial summaries per dwelling. This enables each individual to understand the real impact of the decision.

Technical clarity: technical content is translated into accessible language through visual presentations,

simplified project fact sheets and scenario comparisons, making it easier to understand the various options.

Collective understanding: the sharing and understanding of information by the wider community is encouraged,

using common materials (presentations, summary documents) that help build a shared knowledge base.

Documentary traceability: the process is supported by recording and documentation tools (model minutes, documentation of agreements, records of decisions) which ensure that the entire process is verifiable and transparent.

Legal and procedural support: basic legal guidance and document templates are provided to ensure that decisions are taken in accordance with the legal framework, thereby reducing uncertainty and avoiding procedural errors.

Structuring the decision-making process: in complex contexts, such as associations of owners or large communities, decision-making forums are organised at different levels (works committee, meetings by block, association of owners' meeting), facilitating participation and representativeness. This model relies on clear organisational tools (notices of meetings, agendas, preparatory documentation).

Respect for community rhythms: the support provided is adapted to the rhythm of each community, using flexible tools that allow for adjustments to the level of detail, the time allowed for reflection and the type of support required.

Taken together, this methodological approach ensures that the tools are not merely technical instruments, but resources designed to foster understanding, participation and informed decision-making by the communities.

8.3 ACTIONS

The actions in this stage are aimed at preparing, structuring and supporting the decision-making process, ensuring that it is carried out in an informed, orderly manner and in accordance with the legal framework.

8.3.1 PREPARING THE DECISION

A final presentation of comparative scenarios is given, including costs, financial assistance, and the impact on comfort and efficiency, in a clear and understandable manner for the community. Individualised cost simulations are carried out, enabling each resident to understand the actual financial impact on them.

Furthermore, technical, legal and financial queries are addressed, reducing uncertainty prior to the decision and facilitating a full understanding of the implications.

At the same time, the cost-sharing system is clearly defined, a key aspect of the decision-making process. This must be established from the outset, as it largely determines the outcome of the votes. Among other aspects:

Building envelope costs → community contribution coefficient

Accessibility costs → entrance hall coefficient

Joinery and individual systems → direct allocation to each dwelling

Clarity on this point is essential to avoid conflicts and ensure the transparency of the process.

8.3.2 ORGANISATION OF THE DECISION-MAKING PROCESS

In more complex contexts, such as joint ownership associations or groups comprising several blocks, the decision-making process is structured across different levels:

Firstly, an information meeting of the Works Committee is convened, attended by the chairpersons of each block. This meeting is called at least 7 days in advance with a clear agenda, and its aim is to convey technical information and prepare for the deliberation process.

Next, meetings are held for each block of flats, where proposals are discussed and decisions are taken at the level of each community. During these meetings, the options are weighed up and each block's position is established.

It should be noted that, in some cases, the community may have delegated the right to vote at the Joint Owners' Association meeting to the chairperson. However, it is recommended that meetings be held for each block to reinforce the legitimacy and support for the decisions.

Finally, the Association of Residents' Committees meeting is held, at which each chairperson presents the agreement adopted by their building, thereby formalising the collective decision of the group as a whole.

This model enables the management of complexity, ensures representativeness and facilitates community participation.

8.3.3 SUPPORT FOR DELIBERATION

Technical assistance is provided during the meetings, helping to ensure a clear understanding of the issues discussed and supporting the deliberation process.

Communities are supported in discussing the various scenarios and clarifying their positions.

8.3.4 FORMALISATION OF AGREEMENTS

Support is provided for the documentation of the agreements reached, including the review of minutes to ensure that they accurately reflect the decisions taken.

It ensures that agreements are formalised in accordance with the current legal framework, guaranteeing their validity and traceability.

8.3.5 IMPLEMENTATION OF THE SUBSEQUENT PROCESS

Once agreements have been reached, we support the communities in setting the process in motion, including:

- Processing of grants and permits

- Collective processes for inviting tenders from construction companies

- Defining the funding arrangements

- Monitoring of deadlines and preparation of the building works

- Accounting for grants

- Closing meetings prior to the start of works

These actions ensure continuity in the process and guarantee a smooth transition to the implementation phase.

8.4 DELIVERABLES

The completion of this stage results in a series of deliverables that formalise the decision-making process and enable progress towards the execution phase.

Firstly, formal agreement is obtained from the community, where applicable, in accordance with legal requirements and properly documented.

Furthermore, a clear roadmap for the project's development is defined, covering actions, deadlines, funding and next steps.

As a result of the process, the technical project is launched, enabling the works to commence on a solid and consensual basis.

8.5 COMMUNICATION

The purpose of communication in stage 4 is to ensure that the decision-making process is conducted with clarity, transparency and understanding on the part of all the communities involved. It does not act as a tool for persuasion or mediation, but rather as a support system that ensures relevant information is presented in an understandable manner and that decisions are taken with full awareness of their implications.

At this stage, communication focuses on structuring access to critical information — particularly financial, technical and procedural details — and on ensuring that all stakeholders have a common basis for deliberation. This includes the standardised presentation of scenarios, a clear explanation of cost allocation and the organisation of the information required for reaching agreements within the framework of the Horizontal Property Act.

The communication system must also guarantee the consistency of the process at all levels (works committee, building entrance meetings and owners' association meetings), ensuring that information is conveyed in a consistent and verifiable manner. Furthermore, it must facilitate the documentary traceability of the decisions taken, so that the entire process is correctly recorded and validated.

Communication function	Operational criterion	Rule of application	Type of language	Notes on usage
Clarification of the decision-making framework	Every community must understand what is being decided, how and to what extent	Mandatory explanation of the decision-making process prior to what	Clear, direct and structured	Before deliberation or meeting
Financial and technical transparency	Economic and financial information must be presented in a standardised manner	Use of comparative scenarios and standard simulations	Clear, precise and unambiguous	In all decision-making presentations
Consistency across levels	Information must be consistent across committees, portals and the association	Messages consistent at every stage of the process	Technical and verifiable	Throughout the decision-making cycle
Communicative neutrality	Communication must not influence or steer the outcome of the decision	No bias in the presentation of options	Neutral, descriptive and non-persuasive	In meetings and associated documentation
Traceability of the process	All relevant communication must be recorded and documented	Systematic recording of key agreements and communications	Formal and documentary	In minutes, reports and official records

8.6 OPERATIONAL SUMMARY OF STAGE 4

Below is an operational summary of the stage, which sets out in a structured manner the main actions, objectives and results of the decision-making process and the formalisation of agreements.

ACTION	OBJECTIVE	WHAT IS DONE	HOW IT IS DONE	OUTCOME
1. Preparation of economic scenarios and conditions	Ensuring an understanding of the options	Presentation of alternatives and conditions	Comparative scenarios, instalment simulations, explanation of financial cost assistance and allocation	A community that is well-informed and has a clear understanding of the financial implications
2. Defining the cost-sharing arrangement	Avoiding conflicts and ensuring transparency	Establishing financial criteria	Definition of coefficients (joint entrance hall, dwelling), clear prior communication	Clear and shared financial criteria
3. Organisation of the decision-making process	Structuring decision-making	Define levels of deliberation	Works committee, by block, association meeting	An orderly and representative process
4. Facilitating deliberation	Facilitating debate and understanding	Support meetings during	Technical assistance, answering queries, facilitating discussion	Informed and participatory deliberation
5. Formalising agreements	Ensuring legal validity	Documentation of decisions	Minutes, review of agreements, compliance with the LPH	Formal and valid agreements
6. Initiation of the technical and administrative process	Commencing project implementation	Initiation of administrative procedures	Grants, funding, tendering, permits	Project activated
7. Monitoring and the assurance of decision-making process	Ensuring continuity and order	Monitoring the pre-construction process	Monitoring deadlines, meetings, justification of final phase	Orderly transition to the construction phase

9. STAGE 5: MONITORING DURING CONSTRUCTION

Once the agreements have been finalised and the technical project has been launched, the process enters the construction phase. At this stage, community support remains crucial to ensuring the smooth running of the process, maintaining the trust that has been built up, and managing any issues that may arise.

The execution of construction works is not merely a technical process, but also a social process that has a direct impact on people's daily lives. Therefore, providing support at this stage enables mediation between the community, the technical teams and the contractors, ensuring smooth communication and the effective management of expectations and conflicts.

9.1 DEFINITION AND OBJECTIVES

The aim of Stage 5 is to support communities during the execution of the works, ensuring that the process is carried out appropriately from both a technical and a social perspective. At this stage, the project ceases to be a plan and becomes a tangible reality that directly affects people's day-to-day lives; consequently, support takes on a particularly important role.

The execution of the works involves changes to the day-to-day use of homes and communal spaces, causing inconvenience, uncertainty and, at times, tensions within the community. Consequently, this stage is not limited to technical monitoring, but incorporates a social dimension aimed at facilitating the community's adaptation to the process, maintaining the trust built up in previous stages and ensuring clear and continuous communication. Furthermore, support at this stage acts as a mediating factor between the various parties involved — the community, the project management team, construction companies and the authorities — contributing to better coordination and the swift resolution of issues.

Key specific objectives include:

Comprehensive monitoring of the construction process

Ensuring that the works proceed as planned, keeping the community informed about progress, deadlines and any potential impacts.

Ensuring continuous and transparent communication

Facilitating a clear and constant flow of information between all parties involved, reducing uncertainty and preventing misunderstandings.

Management and mediation of incidents and conflicts

Identifying potential technical or social problems at an early stage, acting as an intermediary to resolve them and preventing them from escalating.

Social support during the project

Supporting the community in adapting to the conditions of the building works, paying particular attention to people in vulnerable situations or facing greater difficulties.

Maintaining community cohesion

Preventing the construction process from causing internal divisions, and strengthening the community's capacity to collectively manage the project.

Preparing for handover and the transition to the final stage

Support the completion of the works, ensuring they are properly accepted by the community and facilitating the transition to the evaluation phase.

9.2 METHODOLOGICAL APPROACH

Support at this stage is based on an approach of active monitoring, mediation and ongoing communication. The aim is not to replace the technical staff responsible for the works, but to act as a bridge between them and the community, facilitating understanding, problem-solving and the maintenance of a climate of trust.

This approach is structured around the following principles:

Proximity and accessibility: a direct and permanent channel of communication with the community is maintained, facilitating communication and the swift resolution of issues.

Clarity and transparency: regular updates are provided on the progress of the works, deadlines and any potential impacts, thereby avoiding uncertainty and misunderstandings.

Preventive conflict management: potential tensions arising from the works (noise, access, disruption to homes) are anticipated, creating open forums where people can voice their grievances and concerns. Early intervention in conflicts is encouraged, with mediation processes initiated where necessary and the technical team taking on a key facilitating role to manage relations between the various stakeholders.

Coordination between stakeholders: communication is facilitated between the local community, the project management team, the construction company and the local authority, ensuring the consistency of the process.

Social support during construction: the impact of the project on daily life is taken into account, with particular attention paid to vulnerable groups or those who find it harder to adapt.

This approach enables the process initiated in earlier stages to be sustained and ensures that the execution does not undermine the trust that has been built up. On the contrary, if well managed, this stage can reinforce the positive perception of the process and consolidate the credibility of the technical team and the project itself. Furthermore, it helps to transform the experience of the building works into a collective learning process, strengthening the community's capacity to tackle future processes of improvement and management of their residential environment.

9.3 ACTIONS

The actions in this stage are aimed at supporting, mediating and continuously monitoring the construction process, ensuring both its smooth progress and its positive impact on the community.

9.3.1 MONITORING THE PROGRESS OF THE WORKS

Regular monitoring of the progress of the works is carried out, in coordination with the project management team and the construction company. This monitoring enables us to ascertain the actual status of the works, anticipate any potential deviations and provide the community with up-to-date and clear information.

Key milestones in the works are identified (start of phases, work on homes, completion of major tasks), enabling the community to anticipate any disruption.

9.3.2 ONGOING COMMUNICATION WITH THE RESIDENTS

Permanent communication channels (in person, by telephone or online) are established to keep the community continuously informed.

Regular briefing meetings are held, particularly at critical stages of the works, to explain progress, any issues and the next steps.

In addition, practical notices are issued regarding specific disruptions (service cuts, access restrictions, noise, work carried out in homes), helping residents to organise their daily lives.

A system is also put in place to provide regular updates to all property owners, ensuring that the entire community is kept informed of decisions and progress.

9.3.3 INCIDENT MANAGEMENT AND MONITORING

A system is set up for collecting and recording incidents, both technical and social, which allows any issues identified to be dealt with in an orderly manner.

Incidents are actively monitored, ensuring they are forwarded to the relevant staff and that their resolution is verified.

Furthermore, patterns or recurring issues that may require adjustments to implementation or communication are identified.

9.3.4 MEDIATION AND CONFLICT MANAGEMENT

We act as a mediator between the community, the construction company and the technical management team, helping to resolve any disagreements or tensions that may arise during the building works. We intervene proactively in potentially conflict-prone situations, such as repeated disturbances, disagreements over the work or difficulties accessing homes.

The aim is to prevent conflicts from escalating and to maintain a climate of trust throughout the process.

9.3.5 SUPPORT FOR VULNERABLE GROUPS

Specific attention is given to older people, people with reduced mobility or those in vulnerable situations, identifying any potential difficulties arising from the building works.

Support or mediation is offered where necessary (adapting access points, coordinating works, helping residents understand the process), thereby minimising the impact of the works on their daily lives.

9.3.6 COORDINATION BETWEEN STAKEHOLDERS

We facilitate coordination between the various stakeholders involved, ensuring that technical information is correctly communicated to the community and that the community's needs are relayed to the construction teams. Where necessary, we participate in coordination meetings, acting as a link between the technical and social aspects of the process.

Furthermore, we support the community in the selection of the technical team and the construction company, helping them to understand the proposals, compare tenders and clarify budget items, including any potential contingencies.

A clear and accessible explanation of the project is provided prior to its approval, ensuring that the community understands the scope of the work.

9.3.7 COMMUNITY ORGANISATION AND CONSULTATIVE BODIES

We encourage the creation or activation of consultative bodies, such as the Works Committee, which acts as the community's representative during the works. Its functions and role as a channel of communication between the technical team and the owners as a whole are clearly defined.

This body facilitates the day-to-day management of the works and helps to structure internal communication within the community.

9.3.8 SUPPORT FOR THE COMMUNITY DURING THE IMPLEMENTATION PHASE

Support is provided to the community in the day-to-day management of the process, addressing queries, strengthening internal communication and facilitating collective organisation when complex situations arise.

Contact is maintained with the driving groups or key figures identified in earlier stages, reinforcing their role as points of contact.

9.3.9 PROJECT HANDOVER AND TRANSITION

We support the process of finalising the works, including reviewing the outcome with the community, identifying any outstanding issues and referring them to the relevant parties. We assist in organising handover meetings, where the results of the project are reported and initial feedback is gathered.

This stage enables the transition to the evaluation phase to be prepared, consolidating the experience as part of the collective process.

9.4 OUTPUTS

The completion of this stage generates a series of outputs that document the process and ensure its successful completion.

Firstly, a systematic record of the project's progress is maintained, including information on progress, issues identified and actions taken, ensuring the traceability of the process.

Furthermore, a documented record of incidents is produced, enabling an analysis of their nature, resolution and the lessons learnt.

Throughout this stage, continuous and structured communication with the community is established, resulting in a higher level of information and a reduction in conflicts.

Finally, the project reaches its completion stage with a community that is well-informed, united and capable of tackling the next phase, having incorporated the experience gained into the collective process.

9.5 COMMUNICATION

During the execution of the works, communication ceases to be a tool for engagement or awareness-raising and becomes an operational system providing ongoing support. Its main function is to ensure that the community has clear, up-to-date and verifiable information on the progress of the works, reducing uncertainty and facilitating harmonious coexistence throughout the process.

Communication at this stage is structured as a continuous flow between three levels: the community, the technical project team (project management and the construction company) and the support team. The latter acts as a hub for translating, mediating and organising information, preventing both technical overload and the loss of information relevant to the public. The priority is not to communicate more, but to communicate better, with messages tailored to the current stage of the works and their actual impact on daily life.

The communication system is based on foresight (anticipating stages and impacts), updates (the actual status of the works) and response (managing incidents and queries). Information must be traceable, consistent across all stakeholders and sufficiently accessible to be understood by non-technical audiences. Disorganised, reactive communication is avoided, replaced by a planned and verifiable framework.

At the same time, communication serves a social containment function. The works inevitably cause disruption and tension; therefore, communication not only informs but also manages expectations, reduces uncertainty and facilitates the emotional management of the collective process. This involves paying particular attention to communicating disruptions, timelines and changes to the original plan, especially when deviations occur.

Finally, a key principle is established: communication during the works is not one-way. Although there is a structured information framework, the system must allow for constant feedback from the community, incorporating incidents, perceptions and conflicts as part of the project management system itself.

Communicative function	Operational criterion	Rule of application	Type of language	Notes on use
Commencement of works and start of phases	Formalise the start of each relevant phase and milestones	Mandatory notification of the start of works	Clear, direct, informative	At the start of works and at each change of phase or relevant milestone
Information on the progress of the works	Keep up-to-date with the status of the project	Regular reporting on actual progress by milestones	Clear, descriptive, practical	Throughout the project, at defined intervals
Visible and up-to-date construction schedule	Ensure the predictability of the process	Publication and ongoing updating of the general works schedule	Clear, structured, visual	Available throughout the entire construction phase
Communication of disruptions	Anticipating impacts on homes and communal areas	Mandatory advance notice of works with a direct impact	Clear, direct, practical	Before any work that will have a significant impact
Signage in communal areas	Ensuring universal access to basic information	Installation and updating of physical information in entrance halls and communal areas	Clear, concise, visual	Permanent throughout the works
Direct channel for enquiries	Facilitate immediate access to information and the resolution of queries	Establishment of in-person and telephone channels for direct contact	Approachable, clear, decisive	Ongoing, continuous with support throughout the works
Incident management	Channelling, recording and resolving technical or social issues	Systematic recording and follow-up until resolution	Technical and operational, clear	Immediate response to any incident
Communicative mediation	Preventing resolving between parties and conflicts	Structured intervention in situations of tension or deadlock	Approachable, neutral, decisive	When conflicts or a breakdown in communication are detected
Internal community communication	Maintaining neighbourhood cohesion and alignment	Flow of information through community bodies (construction committee, community representatives)	Approachable, understandable	Throughout construction the work, with a focus on key milestones
Coordination between stakeholders	Ensuring consistency in the technical and social message	Prior validation between the project management team, the construction team and the community	Technical, structured	issuing or Before relevant sensitive information

Communicative function	Operational criterion	Rule of application	Type of language	Notes on use
		company and the social team		
Communication sensitivity to vulnerability	Ensuring equitable access to information	Adaptation of channels, formats and support measures according to profile	Approachable, accessible	Ongoing, with priority given to situations of direct impact

9.6 OPERATIONAL SUMMARY OF STAGE 5

Below is an operational summary of the phase, providing a structured overview of the main monitoring, coordination and support activities during the execution of the works, as well as the objectives pursued and the expected outcomes in technical and social terms.

ACTION	OBJECTIVE	WHAT IS BEING DONE	HOW IT IS DONE	OUTCOME
1. Monitoring the progress of the works	To ensure the work is progressing correctly	Monitoring the status of the works	Coordination with the project management team and the contractor, identification of milestones	Work monitored and proceeding as planned
2. Ongoing communication with the residents' association	Keeping the community informed	Information on progress and any disruption	Regular permanent meetings, communication channels, practical notices	An informed community with less uncertainty
3. Incident management	Resolving problems swiftly	Incident logging and tracking	System for collecting, tracking and escalating the incidents to relevant staff	Incidents managed and minimised
4. Mediation and conflict management	Preventing and resolving tensions	Intervention in conflicts	Mediation, intervention, opportunities for early expression	An atmosphere of trust and reduced conflict
5. Support for vulnerable groups	Reducing the social impact of the project	Addressing specific situations	Personalised support, tailored solutions	A more equitable and inclusive process
6. Technical and stakeholder coordination	Ensuring consistency in the process	Relationships between stakeholders	Coordination meetings, technical support, clarification of proposals	A coordinated and comprehensible process
7. Community organisation	Structuring dialogue	Establishment of community bodies	Works definition Committee, of roles, communication channels	Organised and represented community
8. Support during implementation	Supporting day-to-day management	Support for the community	Answering queries, strengthening key contacts, organisational support	A supported community with greater management capacity
9. Project completion and transition	Finalising the process and preparing the evaluation	Validation and closure	Review of results, closure meetings, collection of feedback	Orderly transition to the evaluation phase

10. STAGE 6: EVALUATION

Once the works have been completed, the process enters an evaluation phase aimed at analysing the results achieved and consolidating the lessons learnt. This phase allows the intervention cycle to be brought to a close, not only from a technical perspective but also from a social one, incorporating the experience of the communities and the technical team.

Evaluation is not seen as a one-off event, but as a process that enables the real impact of the intervention to be assessed, reinforces the culture of residential living and improves the model's replicability in other contexts.

10.1 DEFINITION AND OBJECTIVES

The main objective of Stage 6 is to evaluate the progress and outcomes of the process, draw lessons learnt and ensure the continuity of the changes promoted, thereby reinforcing the culture of energy and housing in the long term.

Furthermore, this stage enables the incorporation of a systematic mechanism for continuous improvement, both for the communities and for the support model itself, facilitating its adaptation and replicability in other areas. Key specific objectives include:

Evaluation of results and impact

To analyse the results of the intervention in energy, economic and social terms, as well as its impact on people's quality of life.

Feedback to the community

Sharing the results achieved with the communities, helping them to understand the benefits gained.

Consolidating changes and fostering a culture of sustainable living

Reinforce the habits, knowledge and practices acquired during the process, promoting their continuation over time.

Participatory evaluation of the process

Gathering feedback from the communities, identifying what has worked and which aspects could be improved.

Generating lessons learnt for the model

Analysing the process from the Office's perspective, identifying barriers, facilitators and key elements to refine the methodology.

10.2 METHODOLOGICAL APPROACH

The approach in this stage is based on a comprehensive assessment that combines quantitative and qualitative data, incorporating both technical indicators and people's perceptions.

It is structured around the following principles:

Comprehensive assessment: energy, economic and social outcomes are analysed together, avoiding an exclusively technical perspective.

Community participation: people's experiences and views are incorporated as a central element of the analysis.

Before-and-after comparison: data from before and after the intervention are compared to measure the actual impact.

Continuous learning: the results are used to improve the model and refine future interventions.

Transferability: lessons learnt are systematised to facilitate the replication of the model in other contexts.

This approach enables evaluation to become an active tool for improving and consolidating the process.

10.3 ACTIONS

The actions in this stage are aimed at evaluating, consolidating and concluding the intervention process.

10.3.1 MONITORING AND ANALYSIS OF RESULTS

Energy consumption is monitored before and after the intervention, enabling the impact in terms of efficiency to be assessed.

The economic results are analysed, including energy savings and the actual costs borne by the community.

10.3.2 ASSESSMENT OF THE IMPACT ON THE COMMUNITY

Information is gathered on perceived comfort in the homes, as well as on improvements in living conditions. Changes in community relations and management are analysed, identifying potential improvements arising from the process.

10.3.3 PARTICIPATORY EVALUATION OF THE PROCESS

Post-project discussion forums are organised, where the community can share their experiences and evaluate the process and its outcomes.

The following elements are identified:

- Difficulties encountered

- Moments of greatest complexity

- Aspects most highly valued

10.3.4 FEEDBACK AND CLOSURE WITH THE COMMUNITY

A structured debriefing of the results is carried out, helping participants to understand the benefits achieved. Closing and celebration sessions are organised to recognise the collective effort and reinforce the sense of achievement.

10.3.5 SYSTEMATISATION OF LEARNING

The Office carries out an analysis of the process to identify:

- Key barriers

- The most effective arguments or strategies

- Critical stages of the process

- Types of communities requiring greater support

This analysis enables the protocol to be refined and its implementation improved in future cases.

10.4 OUTPUTS

This stage results in a series of outputs that help consolidate the knowledge generated and improve the intervention model. Firstly, evaluation reports are drawn up that incorporate the energy, economic and social outcomes of the intervention, including comparisons of consumption levels before and after the works. Furthermore, a qualitative assessment of the process is obtained from the communities, reflecting their perceptions of comfort, community life and the support received. A systematic record of incidents, enquiries and support provided is also compiled, enabling the level of support required by each community to be identified.

Finally, a document summarising the lessons learnt is produced, setting out the conclusions of the process and identifying necessary improvements and adjustments to the protocol, thereby contributing to the continuous improvement and replicability of the OpenGela model.

11. LESSONS LEARNED

The experience gained in the Torreurizar area has enabled a series of key lessons to be drawn, which reinforce the value of community support as a central element in urban regeneration and rehabilitation processes. These lessons not only validate the methodological approach adopted, but also offer concrete guidance for its improvement and adaptation in future contexts.

Firstly, it is evident that the success of regeneration processes depends to a large extent on the social and relational dimension, beyond technical or economic aspects. Building trust, proximity and the continuity of support are key factors in mobilising and sustaining community involvement. In this regard, the team's ongoing presence in the area and its accessibility (both physical and relational) are established as necessary conditions for building stable links and facilitating processes of change.

Furthermore, the importance of structuring decision-making processes in complex contexts is evident, particularly in large-scale housing associations. Organisation across different levels (works committee, entrance-block meetings and housing association meetings) facilitates representativeness, understanding and the legitimacy of agreements, reducing deadlocks and improving the governance of the process. This model also enables complexity to be managed without oversimplifying it, by establishing mechanisms that combine efficient decision-making with effective participation.

Another key lesson is the need to tailor support to the diversity of communities, adjusting the intensity, pace and tools according to their level of engagement, their socio-economic circumstances and their organisational capacity. There is no single applicable model; rather, flexibility and personalisation are key to success. This adaptation affects not only 'how' support is provided, but also 'when' and 'with what intensity', highlighting the importance of having prioritisation and segmentation systems in place from the outset.

The fundamental role of financial clarity and transparency in the allocation of costs is also confirmed as critical elements for decision-making. Individual understanding of the financial impact is crucial for building trust and facilitating collective agreements. Experience shows that financial uncertainty is one of the main factors causing deadlock; therefore, anticipating, simulating and explaining financial scenarios is an essential prerequisite for moving forward.

With regard to the execution of the works, it is clear that support during this stage is essential for managing the impact on daily life, preventing conflicts and maintaining community cohesion, thereby transforming a potentially conflict-prone phase into an opportunity to strengthen the collective process. The construction work ceases to be merely a technical phase and becomes a key moment for social management, where mediation, communication and responsiveness make all the difference to how the process is perceived.

Furthermore, the incorporation of forums for listening and participatory evaluation enables the integration of communities' experiences, the identification of improvements and the continuous refinement of the model, thereby strengthening its replicability in other areas. This participatory approach not only improves the process but also helps to foster greater community ownership, consolidating changes in the medium and long term. Furthermore, a key lesson identified is the importance of translating technical language into accessible and understandable formats. The 'translation' capacity of the technical-social team is essential for reducing barriers to entry, facilitating participation and balancing information asymmetries within communities.

Another relevant element is the role of intermediary actors — such as property managers or community leaders — who act as facilitators of the process. Their early involvement and alignment with the project's objectives contribute significantly to accelerating progress and consolidating achievements.

It is also evident that the existence of clear 'triggers' (accessibility, building defects, regulatory requirements) facilitates the initiation of processes, whilst discourses focused exclusively on energy efficiency have less mobilising power if they are not linked to specific needs perceived by the community.

From an operational perspective, it is recommended that the development of the Action Plan and the management of the OSS be contractually distinguished, with two specific contracts drawn up. This separation helps to clarify roles, ensure the continuity of support and guarantee the necessary resources for each phase of the process. Furthermore, it facilitates better time planning, avoiding overlaps and ensuring that the support team has the necessary autonomy to adapt to the process as it evolves.

Finally, it is evident that the support not only contributes to the physical refurbishment of the buildings but also generates positive effects on social cohesion, community organisation, and the culture of housing and energy. This intangible impact, although more difficult to measure, is fundamental to the sustainability of the interventions and to the communities' ability to tackle future challenges independently. In this regard, the support model goes beyond the physical intervention, establishing itself as a tool that generates long-term value both in the buildings and in community dynamics.



opengela

OFICINAS REGENERACIÓN URBANA



**Co-funded by
the European Union**

Co-funded by the European Union. The views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.