

# **WATER LANE MASTERPLAN, LIVEABLE EXETER**

STAKEHOLDER MAPPING & DRAFT ENGAGEMENT STRATEGY

CONFIDENTIAL





# WATER LANE MASTERPLAN

## STAKEHOLDER ENGAGEMENT STRATEGY

## INTRODUCTION

This report provides a draft stakeholder engagement strategy for the Water Lane masterplan project. The content is based on the outputs of an online workshop held on the 8<sup>th</sup> July 2020. It is structured to provide the following:

- 1. Stakeholder mapping:** This categorises key stakeholders and their likely interest or influence on the project.
- 2. Engagement approaches:** This outlines a variety of engagement techniques for the key stakeholders identified.
- 3. Proposed engagement strategy and timeline:** This provides a summary of key engagement activities that align with the overall project programme until anticipated receipt of consent of the Outline Planning Application in May 2021.
- 4. Next steps:** This outlines key immediate next steps in relation to the further development and refinement of the stakeholder engagement strategy.
- 5. Appendix:** Key reference information and output from the workshop.

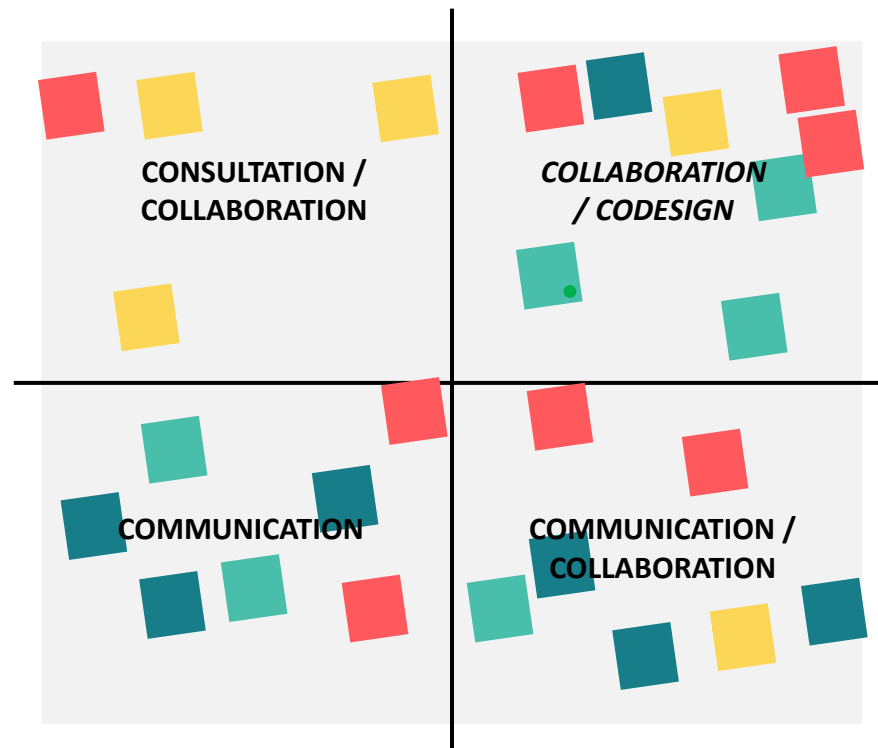
# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 1. STAKEHOLDER MAPPING

A stakeholder mapping exercise was undertaken to establish a list of key stakeholders who are likely to be impacted by the Water Lane masterplan project. These were then categorised under one of the following groups:

1. **Public Sector / Local Authority:** Representatives from the public sector / local authority including Exeter City Council, Devon County Council, etc.
2. **Partners / Leadership:** Organisations or people who it would potentially be of benefit to partner with to demonstrate leadership.
3. **Landowners / Developers:** Landowners or developers that may have interest in the scheme and may need to be consulted with, e.g. utilities companies, etc.
4. **Community:** Members of the existing local area, adjacent communities or potential users of the completed scheme.

Once the key stakeholders for the Water Lane masterplan project were identified, it was then important to consider the engagement approaches suitable for each stakeholder to ensure appropriate and meaningful engagement.



# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 2. ENGAGEMENT APPROACHES

### INTRODUCTION

The following provides an overview of four strategic engagement approaches covering Communication, Consultation, Collaboration and Co-Design (the 'four C's'). These are summarised below.

COMMUNICATION	CONSULTATION	COLLABORATION	CO-DESIGN
<p>The least time intensive of the four levels of engagement techniques considered is communication which represents one-way flow of information between the client and stakeholders, and provides little opportunity for stakeholders to influence the scheme. Whilst potentially suitable for stakeholders with low interest and influence, such approaches can be divisive if not carefully considered as stakeholders can feel left out or disengaged with the process. Instead, more consultative processes can be beneficial, providing opportunity for dialogue and gaining support and buy-in to the scheme. In many cases, even where co-design is sought with stakeholders to gain an understanding of local knowledge and achieve buy in the first stage to achieving this will be through communication.</p>	<p>Building on initial communication, consultation is represented by a two-way flow of information, however, the client retains control of the engagement process and the decision making and implementation aspects of the project. This is likely to be a primary method of engaging with the community groups identified for the Water Lane masterplan project. It provides the opportunity to understand stakeholder perspectives and respond accordingly.</p>	<p>Collaboration involves working closely with stakeholders and often involves joint decision making. Some aspects of engaging with local authorities can be representative of collaborative negotiations. Additionally, aspects of partnerships between the developer and landowners are collaborative with joint decision making, but elements of implementation undertaken mostly by the developer.</p>	<p>Co-design is the most intensive form of engagement and is the most time consuming. The process, decision making and implementation are undertaken with the stakeholder involved. It is anticipated that this is only done with a small minority of highly influential and interested parties and on issues where resources (including knowledge) are shared.</p>



# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 2. ENGAGEMENT APPROACHES

### STAKEHOLDER MAPPING

Based on the stakeholder mapping exercise, an approach to engagement has been suggested for each of the Water Lane masterplan stakeholders at this stage as summarised in the following tables under the four C's.

The full detailed stakeholder list is included in the appendix ordered by interest and influence, note the reference number which either relates to an individual stakeholder or group of stakeholders.

Data protection needs to be considered and sensitive information relating to participants such as individual names/addresses of consultees should be omitted from public-facing documentation (businesses or professional representatives can be included). Any personal information will need to be redacted in the Statement of Community Involvement.

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### 1. CO-DESIGN

REF	GR'P	ORGANISATION
1	PUB	Exeter City Council
2	PUB	Homes England
3	PART	Project Team

### 2. COLLABORATION

REF	GR'P	ORGANISATION
4	PUB	Exeter City Council
5	PUB	Devon County Council
6	PUB	East Devon District Council
7	PUB	MP
8	PUB	Place Board
9	PART	Exeter City Futures
10	PART	Sport England
11	PART	Active Devon
12	PART	Arts Council
13	LAND	AVIVA
14	LAND	Saria
15	LAND	Cillarda
16	LAND	Utilities Groups
17	LAND	National Grid
18	PUB	Natural England

# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 2. ENGAGEMENT APPROACHES



### 2. (continued) COLLABORATION

REF	GR'P	ORGANISATION
19	PUB	Environment Agency
20	LAND	Network Rail
21	COM	CoLab Exeter
22	PART	Stagecoach
23	PART	LDA Design
24	PART	Exeter City Living
25	PART	The Devon Climate Emergency Response Group (DCERG)
26	PUB	Viridor ERF
27	LAND	DM Estates / Vulcan
28	COM	Existing Residents
29	COM	Existing Businesses
30	PUB	Historic England
31	PUB	Environmental and Wildlife Trusts, Agencies & Forums
32	COM	Exeter Community Transport Assoc.
33	PUB	Senior Voices, Organisations & Charities
34	PUB	Exeter Culture

35	PART	Sustrans
36	COM	Wellbeing Exeter
37	PUB	Civic Society
38	PUB	Local Heritage Group
39	PART	Smith & Jones

### 3. CONSULTATION

REF	GR'P	ORGANISATION
40	PUB	National Trust
41	PUB	Highways Agency
42	PUB	Affordable Homes UK
43	PART	Exeter & East Devon Growth Point
44	PART	Campaign for Better Transport (Devon Group)
45	COM	Exeter Friends of the Earth
46	COM	Community Builders
47	COM	Marsh Barton Forum (Business)
48	PUB	Exeter Chamber of Commerce & Industry
49	COM	Tedraq Trust
50	COM	Local Community Groups, Associations and Centres
51	COM	Exeter Rowing & Canoeing Clubs
52	COM	The Quay Climbing Centre
53	COM	Exeter Quay Group
54	COM	Sea Scouts / Cadets
55	COM	Parklife Heavitree

56	COM	Local Activities Centres
57	COM	Local Childrens' Centres
58	PUB	Local Flood Risk Group
59	PUB	The Royal Devon and Exeter NHS Trust Foundation
60	PUB	Heart of the South West LEP
61	COM	St. Petrock's (Exeter) Ltd
62	COM	Local schools
63	COM	Exeter Learning Academy Trust
64	PART	Transition Exeter
65	PUB	GESP Authorities
66	PART	UK Man & the Biosphere (UKMAB) Committee
67	PUB	Exeter Culture
68	PART	Co-Bikes
69	PART	Exeter Cycling Campaign
70	PART	Exeter College
71	PART	The University of Exeter
72	PART	One Public Estate
73	PART	Local Government Assoc.
74	PUB	Government Dept. for Education

# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 2. ENGAGEMENT APPROACHES



### 4. COMMUNICATION

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REF	GR'P	ORGANISATION
75	PUB	Devon & Cornwall Constabulary
76	PUB	Centre for Human Rights & Social Equality
77	PUB	Devon Environmental Business Initiative (DEBI)
78	COM	Local Parish Councils
79	COM	Local Sports Clubs
80	LAND	Exeter Intl. Airport
81	COM	Arts Centres, Venues & Initiatives
82	PUB	Harbour Master
83	PUB	Waste Services
84	PUB	LEP
85	PUB	Great South West Joint Committee
86	PART	South West Tourism Alliance
87	PART	Living Options Devon
88	COM	Dream A Way
89	PART	Peninsula Housing Association

90	COM	Local Health Centres
91	PART	Devon & Exeter Institution
92	COM	Home-Start Exeter
93	COM	Local Social & Youth Clubs / Centres
94	PUB	NE & W Devon Clinical Commissioning Group (CCG)
95	PART	Space – Digital Youth Work
96	PUB	Intercom Trust
97	COM	Exeter BID - TBC
98	COM	Youth Parliament Devon
99	COM	Local Places of Worship / Religious Centres










# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 2. ENGAGEMENT APPROACHES

Potential engagement techniques based on the information flow, strategy, method and timing; and who undertakes the decisions and the implementation are mapped in the diagram here across the four C's approach. This is useful in considering the approaches, roles and responsibilities of the various stakeholder groups for the Water Lane masterplan.

The table on the following page summarises the proposed engagement techniques for each of the main stakeholder groups and example sub-groups for the Water Lane masterplan project. The key illustrates the proposed suitability of the different techniques for each group from 'significant' to 'some'. This table has been used to develop the draft engagement strategy activities and timeline on pages 11 to 13 to align with the overall project programme until anticipated receipt of consent of the Outline Planning Application in May 2021.

The draft potential short term stakeholder engagement activities on page 11 present the anticipated purpose of engagement (why) with each stakeholder group (who), when and where they should be engaged and what materials and support would be required (how). The emerging stakeholder strategy provides a means of identifying appropriate locations to meet, coordinating activities and arranging public consultation events for the Water Lane masterplan. As noted, this will be dependent on the COVID-19 pandemic restrictions and the stakeholder engagement strategy should be developed using appropriate techniques to recognize this.

		COMMUNICATION	CONSULTATION	COLLABORATION	CO-DESIGN
PROCESS	<b>INFORMATION FLOW</b>	Client → Stakeholders	Client ↔ Stakeholders	Client ↔ Stakeholders	Client ↔ Stakeholders
	<b>STRATEGY, METHOD &amp; TIMING DESIGN</b>	Client	Client	Client	Client & stakeholders
OUTCOME	<b>DECISION UNDERTAKEN BY</b>	Client	Client	Client & Stakeholders	Client & Stakeholders
	<b>IMPLEMENTATION UNDERTAKEN BY</b>	Client	Client	Client	Client & Stakeholders
ENGAGEMENT TECHNIQUES		PAMPHLETS			
		PRESENTATIONS			
		VIDEOS			
		WEBSITES			
		SURVEYS			
		WORKSHOPS / CONSULTATION EVENT			
		SOCIAL MEDIA			
		INTERVIEWS			
		PROJECT TEAM WORKSHOPS			
























# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 2. ENGAGEMENT APPROACHES

ENGAGEMENT TECHNIQUES PROPOSED FOR KEY STAKEHOLDERS

KEY  
 SIGNIFICANT ●  
 MODERATE ○  
 SOME ○

	PUBLIC SECTOR / LOCAL AUTHORITY	PARTNERS / LEADERSHIP	LANDOWNERS / DEVELOPERS	COMMUNITY							
	 COUNCILLORS	 PUBLIC SECTOR ORGANISATIONS / DEPARTMENTS	 PARTNERS	 DEVELOPERS	 LANDOWNERS	 LOCAL BUSINESSES	 RESIDENTS	 COMMUNITY GROUPS	 YOUTH	 DISABLED	 TRANSIENT POPULATION
 PAMPHLETS / PRESS	●			●		●	●	●	●	●	●
 PRESENTATIONS	●	●	○		○	●	○	○	○	○	○
 VIDEOS				●	●	●	●	●	●	●	●
 WEBSITES	●		●	●	●	●	●	●	●	●	●
 SURVEYS						●	●	●	●	●	●
 CONSULTATION <sup>1</sup> EVENT	●				●	●	●	●	●	●	●
 FOCUS GROUPS <sup>1</sup>	●		●	●		●	●	●	●	●	
 SOCIAL MEDIA						●	●	●	●	●	●
 ONE TO ONE CONVERSATIONS <sup>1</sup>		●	●	●	●						
 WORKSHOPS <sup>1</sup>		●	●	●							

Note: <sup>1</sup> Dependent on COVID-19 pandemic restrictions.

# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 3. PROPOSED ENGAGEMENT STRATEGY & TIMELINE

### POTENTIAL SHORT TERM STAKEHOLDER ENGAGEMENT STRATEGY ACTIVITIES

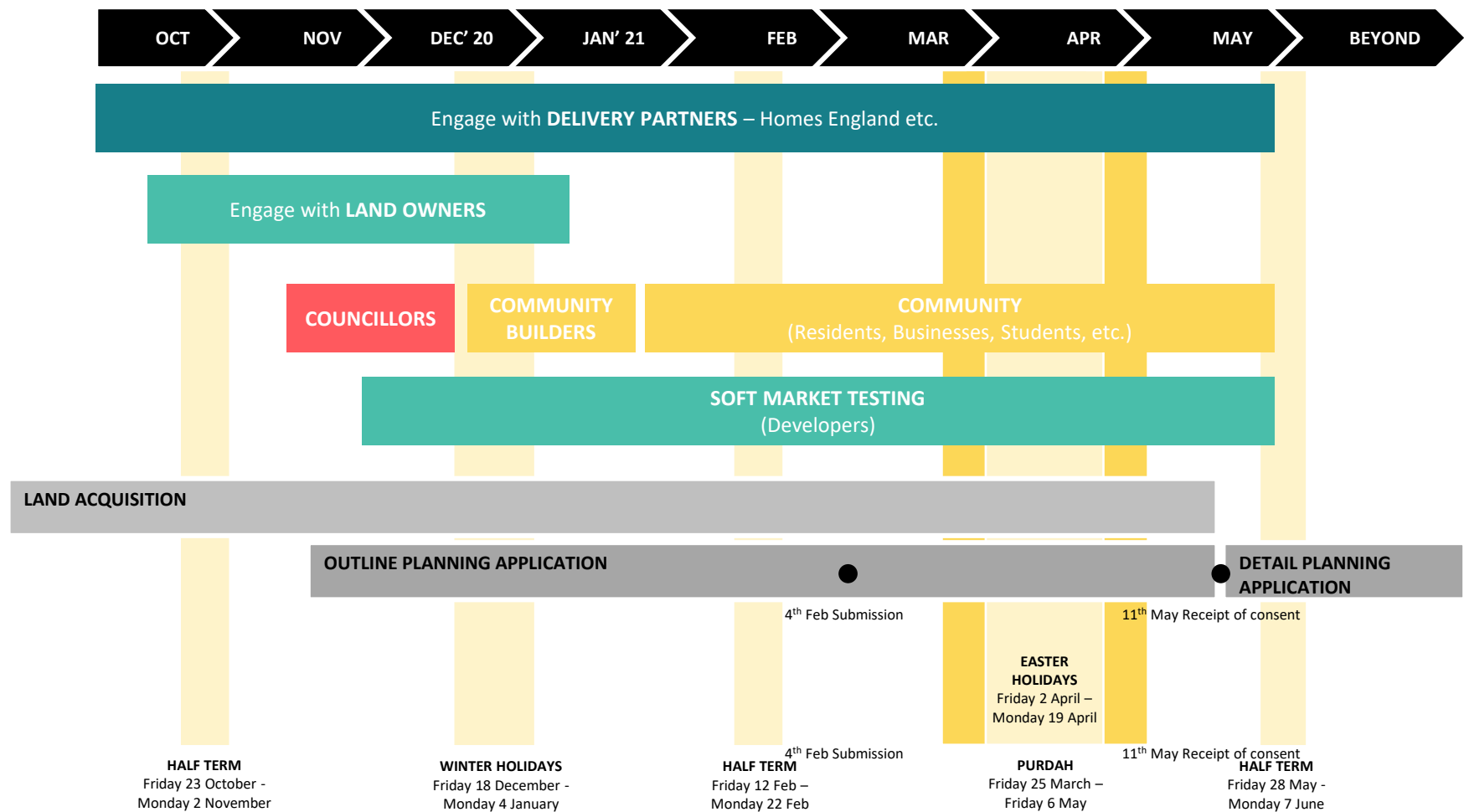
WHO GROUP	STAKEHOLDER	WHY INSIGHTS	WHAT WHAT DO ECC/PROJECT TEAM NEED FROM THEM	HOW		WHEN TIMING	WHO LEAD	WHERE	REF
				METHOD OF CONSULTATION	METHOD OF INVITE				
PUBLIC SECTOR / LOCAL AUTHORITY	WARD COUNCILLORS	Interested in what's happening. Probably not had much information about the project.	Input on local priorities. Support for the masterplanning process. Advice on engaging with citizens in their area.	Initial Briefing/workshop. Depending on attendance a secondary session maybe required if can't all attend on same date.	Direct email to relevant councillors in surrounding wards.	Jan 2021	TBC	TBC	1
	PUBLIC SECTOR ORGANISATIONS	High interest. Environmental, conservation and heritage organisations will want to ensure protection of assets of their interest. Affordability, education and culture provision will also be high on this group's agendas.	Support for the masterplanning process.	Workshops / one to one meetings as required	Direct email/contact by ECC	Feb 2021	TBC	TBC	2
PARTNERS / LEADERSHIP	DELIVERY PARTNERS	Such as Homes England and Sport England. Aspirations for these partners will need to be aligned.	Insight into, and further understanding of each partner's aspirations, and advice on where the project could best meet these.	Workshops	ECC to identify other key contacts and invite directly	Nov 2020		TBC	3
LANDOWNERS / DEVELOPERS	LANDOWNERS	Likely to be interested in future land values, or potential to be involved with the project.	Want them to understand spirit of the project and the range of benefits for the city and those who live work and play there.	Meetings with key landowners and developers	ECC to identify other key contacts and invite directly	Nov 2020	ECC	TBC	4
	DEVELOPERS		Insight on their aspirations for the area and their key priorities	Meetings	ECC to identify key developers	Mar 2021	ECC	TBC	5
COMMUNITY	LOCAL BUSINESSES	Wide range in sizes of businesses with some potential differences in wants and needs.	Insight into how they use the area; what would improve it for them, their employees and future business needs. For businesses based in the Water Lane area to start to think about the future development of the area and how they could adapt.	Focus group with business representatives to be held at local venue. Provide free breakfast.	Direct invite via ECC?	Feb 2021	ECC – need Economic Development input	TBC	6
				Series of interviews (filmed) with business owners.	Contact businesses	Feb 2021	ECC comms	TBC	7
				Online survey	As above	Feb 2021	ECC comms	TBC	8
	EXISTING RESIDENTS / LOCAL COMMUNITY QUAY AREA	Strong community of residents (inc. ex-residents) still exists. Not currently engaged with and little is known about their views.	Understanding of what works well in the area and its best features and what might need improving. Insights into the key features and character of the area that could be retained in the masterplan. To gain positive support for the project.	Online survey	Distribution by ECC?	Feb 2021	ECC comms	TBC	9
				Online community workshop event: create an 'ideas tree'	Direct contact with local community groups	Nov 2020	ECC comms	TBC	10
				Invite some former residents to focus groups	Contact Housing Officer, Community Worker, Neighbourhood Watch Chairman?	Jan 2021	ECC comms	TBC	11
				Series of interviews (filmed) with residents	Contact residents	Feb 2021	ECC comms	TBC	12
	LOCAL COMMUNITY – ALPHINGTON & MARSH BARTON	Low awareness of the Water Lane regeneration. Likely to require a high level of input on transport decisions, road safety and access to local schools.	Insight into how the masterplan, especially the transport strategy, could integrate with and bring benefits to this community and gain insight on any current issues and needs.	Online survey	Distribution by ECC?	Feb 2021	ECC comms	TBC	13
				Focus group with community representatives. Local venue.	Contact community groups e.g. Alphington Community Assoc. and the Marsh Barton Forum	Mar 2021	ECC	TBC	14
				Online survey	Distribution by ECC?	Feb 2021	ECC comms	TBC	15
	LOCAL COMMUNITY – ST THOMAS	Locals concerned about losing their green spaces and report concerns over levels of crime and a lack of facilities and services for young people (2018).	Gain insight on how they would like to see the area develop in future and what they are lacking currently. To gain their support for ongoing development.	Focus group with community representatives. Local venue.	Contact community groups e.g. St Thomas Community Assoc.	Mar 2021	ECC	TBC	16
Online survey				Distribution by ECC?	Feb 2021	ECC comms / via UoE	TBC	17	
STUDENTS & YOUNG PEOPLE	Frequently use the Quayside area and Rowing Club and are likely to be interested in the nighttime economy.	Insight into needs of students / young people as a key user of the Quayside, Water Lane area and wider area.	Focus group with students – UoE campus	Via UoE	Mar 2021	ECC	TBC	18	
			Focus group with young people – Local venue	Contact local youth centres / social clubs	Mar 2021	ECC	TBC	19	
DISABLED	Key to developing an accessible and inclusive development.	Insight into needs of disabled as key users of the Quayside, Water Lane area and wider area.	Online survey	Distribution by ECC?	Feb 2021	ECC comms	TBC	20	
			Focus group with representatives	Direct invite via ECC?	Mar 2021	ECC	TBC	21	

# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 3. PROPOSED ENGAGEMENT STRATEGY & TIMELINE

### STAKEHOLDER ENGAGEMENT TIMELINE

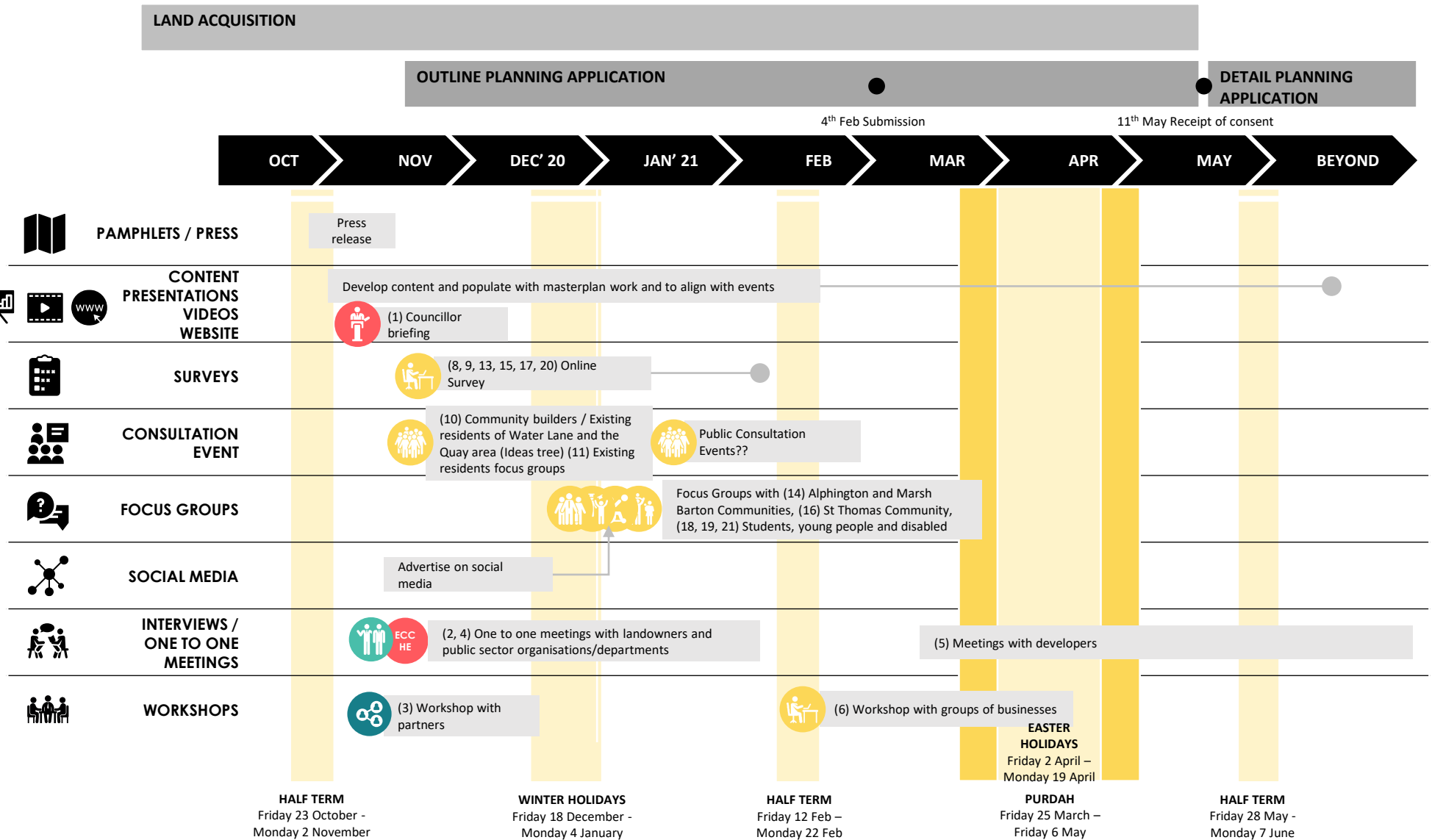
A schematic timeline has been developed below for the short term stakeholder engagement strategy activities (summarised on page 11) for consideration to be undertaken during 2020 and early 2021. This will inform selection of the key engagement activities required and reports such as a Statement of Community Involvement to support the outline planning submission for the Water Lane masterplan. The timeline is presented on the following page broken down across the proposed engagement techniques. Community, public and political engagement should avoid periods shown in yellow which correspond to school holidays or periods of purdah.



# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 3. PROPOSED ENGAGEMENT STRATEGY & TIMELINE

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# WATER LANE MASTERPLAN, DRAFT ENGAGEMENT STRATEGY

## 4. NEXT STEPS

In line with the draft stakeholder engagement strategy and timeline for the Water Lane masterplan project, the suggested next steps are detailed below for review and development with ECC:

1. **Complete missing information:** ECC to review and update stakeholder information with details for each organisation and contacts established.

2. **Develop the likely interests of each key stakeholder and how the masterplan relates to their interests:** It is suggested that this is facilitated through utilizing the '5 capitals' model, which can help consider how the Water Lane masterplan could potentially grow through the 'capitals'. Different stakeholders are likely to have different interests in relation to the growth and improvement of each capital as follows:

- **Natural Capital:** i.e. the improvement in environmental quality, air quality, reduced pollution, reduced risk of flooding, etc.
- **Social Capital:** i.e. the institutions that help us maintain and develop human capital in partnership with others; e.g. families, communities, businesses, trade unions, schools, and voluntary organisations.
- **Human Capital:** i.e. the improvement in health, wellbeing, individual skills, etc.
- **Manufactured Capital:** i.e. the development of homes, infrastructure improvements (roads), public buildings and open spaces, community facilities, etc.

- **Financial Capital:** i.e. economic benefit, house prices, affordability, GVA, GDV, etc.

Improved understanding of the key local social context and demographics can also significantly improve how engagement is framed in relation to the above capitals.

3. **Review and select most appropriate methods to engage stakeholders:** The draft potential short term stakeholder engagement activities and timeline on pages 11 to 13 should be reviewed by ECC. This will help develop clarity on the purpose of engagement (why) with each stakeholder group (who), when and where they should be engaged and what materials and support would be required (how). The emerging stakeholder strategy will provide a means of identifying appropriate locations to meet, coordinating activities and arranging public consultation events. As noted, this will be dependent on the COVID-19 pandemic restrictions and the stakeholder engagement strategy should be developed using appropriate techniques to recognize this.

4. **Commence engagement approach:** A record should be kept of all engagement activities in a documented approach that can be fed into key reports such as a statement of community involvement when required. This forms an important part of the developing evidence base.



## APPENDIX

# APPENDIX 1

## STAKEHOLDER LIST (ORDERED BY INTEREST AND INFLUENCE)

REF	GR'P	ORGANISATION	NAME	ROLE	INTEREST	INFLUENCE	INTEREST + INFLUENCE	FOR / AGAINST	ADDRESS	EMAIL	TELEPHONE	4C
3	PART				10	10	20	FOR				CO-DESIGN
1	PUB				10	10	20	FOR				CO-DESIGN
4	PUB				10	10	20	AGAINST				COLLABORATION
8	PUB				10	10	20					COLLABORATION
2	PUB				10	10	20					CO-DESIGN
9	PART	Exeter City Futures			9	9	18					COLLABORATION
10	PART	Sport England			9	9	18					COLLABORATION
11	PART	Active Devon			9	9	18					COLLABORATION
12	PART	Arts Council										
13	LAND	AVIVA			9	9	18					COLLABORATION
14	LAND	Saria			9	8	17					COLLABORATION
15	LAND	Cildara			9	8	17					COLLABORATION
16	LAND	Wales and West Utilities			9	8	17					COLLABORATION
17	LAND	National Grid			9	8	17					COLLABORATION
16	LAND	Western Power Distribution			9	8	17					COLLABORATION
5	PUB	Devon County Council			8	9	17					COLLABORATION
18	PUB	Natural England			8	9	17					COLLABORATION
19	PUB	Environment Agency			7	9	16					COLLABORATION
20	LAND	Network Rail			7	9	16					COLLABORATION
4	PUB	Exeter City Council			8	8	16					COLLABORATION

# APPENDIX 2

## SCHEDULING FACTORS

### 2020/21 SCHOOL YEAR

**Schools open:** Thursday 3 September 2020.

**Autumn mid-term:** Friday 23 October - Monday 2 November 2020.

**Christmas:** Friday 18 December 2020 - Monday 4 January 2021.

**Spring mid-term:** Friday 12 February - Monday 22 February 2021.

**Easter:** Friday 2 April - Monday 19 April 2021.

**Summer mid-term:** Friday 28 May - Monday 7 June 2021.

**Summer:** Wednesday 28 July 2021.

On Thursday 6<sup>th</sup> May, Local elections will be held for Parish / Town Councils, the Exeter City Council and Devon County Council.

- **Parish/Town Council elections:** There are 23 parishes within the district, XX of which have Parish/Town councils. The other XX hold an annual parish meeting but do not have an elected Parish council. Parish council elections are held every four years and all the parish councillors are elected each time.
- **Exeter City Council elections:** The Council is currently made up of 39 councillors with three councillors representing each of the 13 wards. At each local council election one councillor is elected per ward, to serve on the council for four years. Local council elections are held annually in three years out of every four. A third of councillors are elected at each local election. In the fourth year there are no local council elections.

Purdah will commence typically 6 weeks prior to local elections which would be on the Friday 25<sup>th</sup> March 2021. During Purdah ECC will:

- Give no publicity to matters which are politically controversial.
- Make no reference to election candidates in our press releases or social media.

- Not issue photographs of candidates or hold press photo opportunities or launch events featuring any candidates.
- Not post on our social media platforms about any matters which are politically controversial.
- Remove any visitor posts on our social media which are politically controversial.

# APPENDIX 3

## POLITICAL BOUNDARIES

### WARDS OF EXETER

1	St David's
2	Newton & St Leonard's
3	Alphington
4	Priory
5	Heavitree
6	Pennsylvania
7	Duryard & St James
8	Exwick
9	St Thomas
10	Topsham
11	St Loyes
12	Pinhoe
13	Mincinglake & Whipton



# APPENDIX 4

## REFERENCES

### REFERENCES

- UK Government Consultation Principles:  
<https://www.gov.uk/government/publications/consultation-principles-guidance>
- Exeter Councillors:  
<https://committees.exeter.gov.uk/mgMemberIndex.aspx?bcr=1>
- Exeter City Ward maps:  
<https://exeter.gov.uk/council-and-democracy/elections-and-voting/electoral-services/city-council-ward-maps/>