



Agenda for Placemaking in Exmouth Town and Seafront Group

Tuesday, 25th July, 2023, 10.00 am

Members of Placemaking in Exmouth Town and Seafront Group

Councillors: P Arnott (Vice-Chair), B Bailey, M Chapman, A Hall, M Hall, P Hayward, N Hookway (Chair), J Whibley, D Wilson, G Deasy and O Davey

East Devon District Council
Blackdown House
Border Road
Heathpark Industrial Estate
Honiton
EX14 1EJ

DX 48808 HONITON

Tel: 01404 515616

www.eastdevon.gov.uk

Venue: Online via the Zoom app

Contact: Sarah James;

01395 519978 Email: sjames@eastdevon.gov.uk

(or group number 01395 517546)

Monday, 17 July 2023

This meeting is being recorded for subsequent publication on the Council's website and will be streamed live to the [East Devon District Council Youtube Channel](#)

1 Public speaking

Information on [public speaking is available online](#)

2 Minutes of the previous meeting held on 30 May 2023 (Pages 3 - 5)

3 Apologies

4 Declarations of interest

Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)

5 Progress update on Placemaking in Exmouth (Pages 6 - 40)

[Decision making and equalities](#)

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL

Minutes of the meeting of Placemaking in Exmouth Town and Seafront Group held at Online via Zoom app on 30 May 2023

Attendance list at end of document

The meeting started at 10.00 am and ended at 10.29 am

1 Public speaking

There were no members of the public registered to speak.

2 Minutes of the previous meeting held on 14 March 2023

The minutes of the previous meeting held on 14 March 2023 were noted as a true and accurate record.

3 Declarations of interest

Cllr O Davey – Minute 4; Affects Non-Registerable Interest: Member of Exmouth Town Council.

Cllr M Hall – Minute 4; Affects Non-Registerable Interest: Member of Exmouth Town Council.

Cllr B Bailey – Minute 4; Affects Non-Registerable Interest: Member of Exmouth Town Council.

Cllr J Whibley – Minute 4; Affects Non-Registerable Interest: Member of Exmouth Town Council.

4 Progress update on Placemaking in Exmouth

The Project Manager Place & Prosperity (Exmouth) introduced the progress update report, highlighting the following points:

- The planning consent for the fitness area at Queen's Drive (which expires in July 2023) has been granted for its temporary use for a further two years.
- The Events Space has been marketed but it has not been possible to secure a reliable operator for either the whole season or for the summer holidays.
- Significant progress has been made with Devon County Council (DCC) regarding car parking signage; DCC have confirmed locations for the signage and are awaiting a quote for the works. Additional signs are included in the schedule, to clarify for drivers that car parks are owned by East Devon DC but on-road parking comes under Devon County Council, and to ensure that drivers are directed to pay at the correct parking meters for the location in which they are parked.
- There has been a slight delay with the determination report for planning for the Strand's tables, which is now due in May/June 2023; however, the current permission does not expire until September 2023.
- The mural on the rear wall of the Pavillion will now not commence until July 2023.
- Consultants WSP have agreed to the final version of the Placemaking contract, and an update is expected this week. The contract will run for approximately seven months and members will be consulted as part of that process.

- Following the successful 'Destination Exmouth' Levelling Up Fund Bid, a design team at WSP has been appointed by DCC for the Exmouth Gateway. A Project Manager has also been appointed for the Gateway and will shortly be doing a site visit.
- Key milestones for Placemaking in Exmouth were set out in the report.

Discussion and clarification included the following points:

- Having been delayed, analysis of consultation feedback was completed by the revised date of 30 September 2022.
- The Events Space could be marketed for one-off events; there had been some ad hoc interest regarding events at the location but they had not come through the formal process, therefore it had not been possible to progress them.
- It would be for the Placemaking consultants to advise on permanent uses for the area that is currently the Event Space; differing views were expressed on whether the area was suitable for a hotel.
- There is a very short window to submit Levelling Up bids and it is important that the Council is well prepared, with applications ready to submit. There is a role for the PETS Group to think carefully about what ideas and initiatives it wants, how to progress with them, and which would need planning permission.

Cllr Arnott expressed thanks to Devon County Council and to Simon Jupp MP for the role they played in the successful Levelling Up Fund Bid. He added that there has been for some years some excellent cross-authority collaboration in the public interest and this is starting to bear fruit.

The Chair commented that he shares Cllr Arnott's enthusiasm and the Council is now in a position to move forward and deliver on some new ideas and initiatives.

Members noted the progress since the PETS Group's last meeting of 14 March 2023.

Attendance List

Councillors present:

P Arnott
O Davey
A Hall (Vice-Chair)
M Hall
P Hayward
N Hookway (Chair)
J Whibley
B Bailey
G Deasy (Exmouth Town Council)

Councillors also present (for some or all the meeting)

S Jackson
G Jung
D Ledger
C Nicholas
E Rylance
A Toye
E Wragg

Officers in attendance:

Amanda Coombes, Democratic Services Officer

Simon Davey, Director of Finance

Sarah James, Democratic Services Officer

Gerry Mills, Project Manager Place & Prosperity (Exmouth)

Anita Williams, Principal Solicitor (Deputy Monitoring Officer)

Also in attendance:

Lisa Bowman, Town Clerk, Exmouth Town Council

Peter Gilpin, CEO, LED

Chair:

Date:

Report to: Placemaking in Exmouth Town and Seafront Group

Date of Meeting 25th July 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release NA

Progress Update on Placemaking in Exmouth Town and Seafront

Report summary:

This report summarises progress since the Group's previous meeting of the 30th May 2023.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

- a) That members of the Group note the progress since our previous meeting of 30th May 2023.

Reason for recommendation:

To keep members advised on progress

Officer: Gerry Mills Project Manager Place and Prosperity (Exmouth) gmills@eastdevon.gov.uk

Tel 01395 519960

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergency Response
- ☒ Coast, Country and Environment
- ☐ Council and Corporate Co-ordination
- ☐ Democracy, Transparency and Communications
- ☒ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☐ Sustainable Homes and Communities
- ☒ Tourism, Sports, Leisure and Culture

Equalities Impact Low Impact

Risk: Low Risk; The report is just to note an update on progress since our last meeting

Climate change Low Impact

Risk: Low Risk; The report is just to note an update on progress since our last meeting.

Links to background information

Appendix 1 Exmouth Place Plan

Appendix 2 Exmouth Placemaking Delivery Plan

Link to [Council Plan](#)

Priorities (check which apply)

- ☒ Better homes and communities for all
- ☒ A greener East Devon
- ☒ A resilient economy

Report in full

1.1 General Update

- The Queen's Drive Events Space has received 2 bookings for the 14th and 25th of July for a Summer School Talent Show. A number of other enquiries have been received and are being processed.
- Additional carpark signage should be installed in September by Devon County Council supported by EDDC Parking colleagues.
- 56 events have been scheduled take place on EDDC land in Exmouth from 1st of April 23 until the 31st July, 55 of these events have been held in the Exmouth Town and Seafront area.
- The Big Wheel will be returning. There will also be a carousel placed on site for 28 in August as well.

1.2 Placemaking in Exmouth Town and Seafront Plan

- We are now in contract with WSP and have begun the Placemaking Plan for Exmouth Town and Seafront – below is a reminder of what was agreed previously following the recommendation of the Placemaking Group; The Decision Made by Full Council on the 13th December 2022 was:
 - That members of the Group accept the results of the consultations (noting that not all the suggestions fall within East Devon's District Council's statutory remit and those that do will have to be prioritised in terms of deliverability and budget availability)
 - That the Group recommend to Cabinet that the results of the consultation are accepted and that they be used to appoint a professional team to develop a terms

of reference and a plan for a Placemaking Strategy for Exmouth Town and Seafront.

- That Cabinet request a budget of £160k* from Full Council to develop the Placemaking Strategy which will include a Habitat Regulations Assessment.
- Officers had our inception meeting with WSP on the 21st of June 2023 followed by a 'walk around' Exmouth to give the team an opportunity to see the many complexities of the Town and Seafront. Arising from this meeting the team have put together 2 short documents for Members so that they can see clearly what is planned and when.
- Please see attached Appendix 1 Exmouth Place Plan presentation from WSP, which sets out in detail their understanding of the brief and the key deliverable stages.
- The presentation clearly sets out the objectives at page 5 followed by the execution plan at page 6 additionally it sets out roles and responsibilities and lines of reporting.
- Appendix 2, the Exmouth Placemaking Delivery Plan, sets out the delivery plan for members to refer to so they can see what has been achieved and what the next key tasks are. We are currently completing the data gathering exercise and so are completing Stage 1 the baseline review and bench marking which will allow us measure where we are now and permit us to evaluate the placemaking actions and their impacts over time.

The key tasks are set out below:

- Stage 1: Baseline Study and Benchmarking Report - the key objective of this is to collect and summarise - baseline information on existing site conditions, opportunities, and constraints to inform the emerging vision.
- Stage 2: Characterisation Study - the key objective of this is to analyse - baseline information on existing site conditions, opportunities and constraints to inform the emerging vision and placemaking opportunities. This will include a half-day workshop, we will meet with the suggested stakeholders to test, validate and refine the emerging opportunities and placemaking requirements. The findings from this workshop will inform the vision-setting exercise.

Workshop 1 Details

Half-day workshop 31st of July 2023 at Ocean Exmouth from 2pm-5pm

Participants

- Invitees will be from multiple stakeholder

Our Objective is:

- Test and validate the Exmouth's key-placemaking challenges, opportunities and vision.

Our Outcome

- Findings will inform the vision setting and placemaking strategy
- Stage 3: Placemaking Strategy - the key objective of this is to interpret the engagement outcomes and the vision and translate them into a placemaking strategy that makes the best use of the land and emphasises on placemaking, infrastructure delivery and economic growth. As part of this stage a second half-day workshop will be held, we will meet with the previously engaged stakeholders and present the refined objectives, design principles, and the emerging placemaking strategy to ensure their buy-in on the priority areas and the potential interventions.

Workshop 2 Details

Half-day workshop 11th of September 2023 at Ocean Exmouth from 2pm-5pm

Participants

- Stakeholders engaged in previous stage.

Objective

- Present the refined vision, and proposed interventions to ensure buy-in on the priority areas and potential interventions.

Outcomes

- Findings will inform the final Placemaking Plan and following development briefs.

From here, Stage 4 onwards will be subject to members supporting the work to date.

1.3 Levelling up Fund Bid – Destination Exmouth

- The bid, led by colleagues in Devon County Council, is now gathering baseline data in preparation for developing the design for the Exmouth Gateway.
- We need to do a public consultation for those proposals and we are keen to try to get that delivered before the summer holidays.

Financial implications:

There are no new financial implications identified.

Legal implications:

There are no legal implications requiring comment at this time.



Exmouth Placemaking Plan

Inception meeting

21 June 2023

1.Introductions

Exmouth EDDC and WSP team

2. Project Execution

Expectations of the brief

Delivery plan and Project programme

Meeting and engagement schedule

Project team, roles and responsibilities

Collaborative working methods and data requests

3.Placemaking Plan

What we mean by a placemaking plan

Existing work

Our understanding of the place

Approach to engagement

2. Project execution: Expectations of the brief

Prepare '**The Placemaking Plan**' that is **supportable** and **usable** by the Council and its stakeholders as the **principal policy guide** and **route plan** for achieving a vision for sustainable Placemaking in Exmouth Town and Seafront for a period of up to **ten years**.

2. Project execution: Local issues

Socio-economic Issues

- Struggles to realise the full potential of its natural assets and USP and is in danger of economic decline.
- Polarising socio-economics and deprivation.
- Ageing population.
- Second-tier tourism offer.
- Competition and draw of Exeter.
- Lack of activities for young people.
- Seasonality and transient renters.

Spatial and infrastructural issues

- Ageing infrastructure.
- Poor sense of arrival; one way in and one way out of the town.
- Fragmented and isolated places (throughout the town and Imperial Road).
- Unclear wayfinding or lack of distinctiveness.
- Patchy green infrastructure spines from the seafront to the town.
- Challenging connectivity due to the town's linear nature.

2. Project execution: Objectives

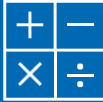
'Exmouth Placemaking Plan' to ensure...



'Shared vision' for the town that is driven by the community's aspirations



Socio-economic sustainability that ensures prosperity and economic opportunities to the residents



A Framework that will enable the right condition for bringing forward development on key sites



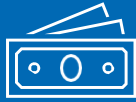
Delivery of **public realm** that is exciting, vibrant and cohesive



Delivery of projects and opportunities within 10 years




Encourage sustainable tourism to bring investment that provides benefits to the local residents



Capitalise and commercialise public land that will bring maximum benefits to the town and its residents



Harness its strategic seafront location, proximity to key destinations, and key activities



Improve connectivity and accessibility within and outside the town



Placemaking Plan as an **opportunity to improve governance, funding mechanisms and collaboration**

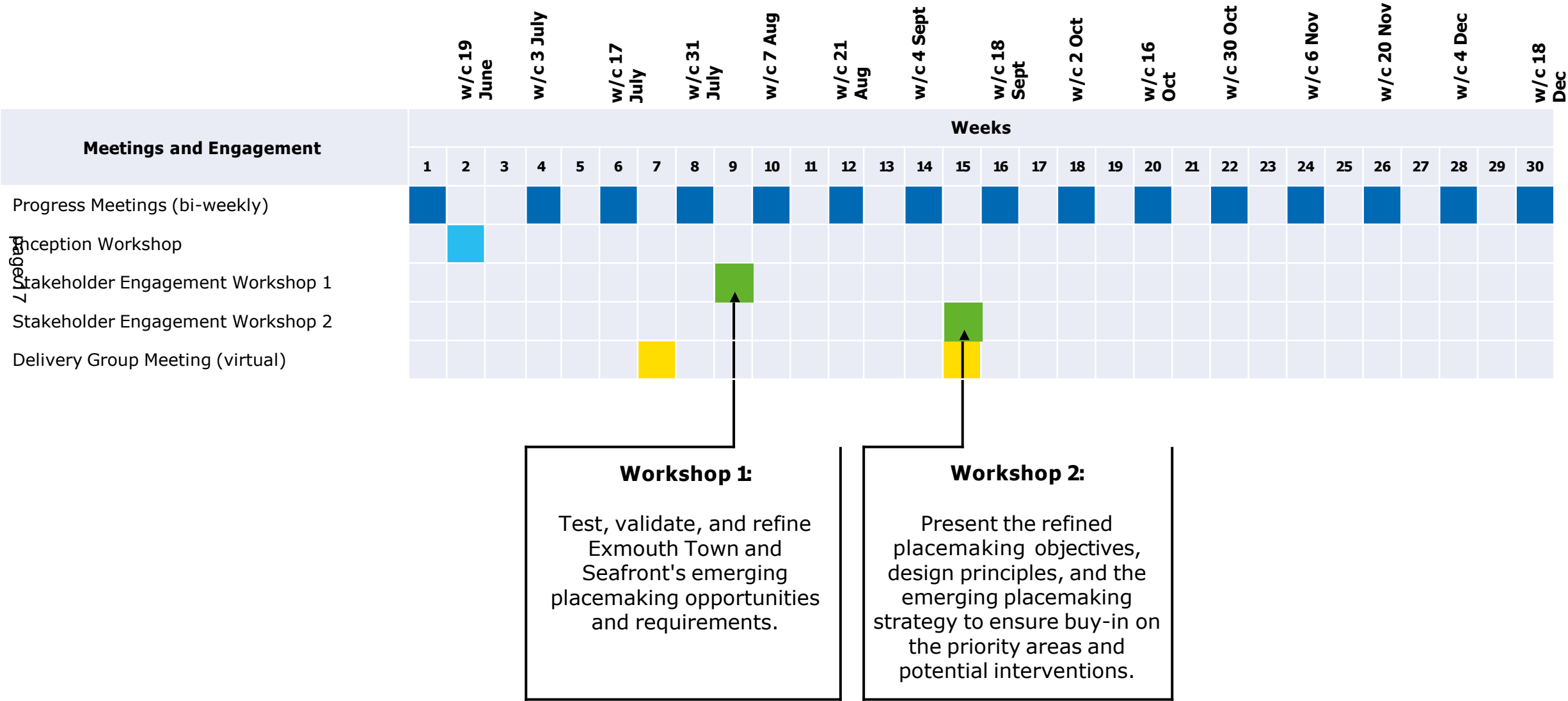
2. Project execution: Delivery plan



2. Project execution: Project programme

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Stage 0 - Project Inception Data requests, initial analysis, and inception workshop.																														
Stage 1 - Baseline Review Baseline review and analysis, benchmarking, and note compilation.																														
Stage 2 - Characterisation Study Urban analysis, summarise constraints and opportunities, define placemaking requirements, set out a vision, and compile urban design analysis.																														
Stage 3 - Placemaking Strategy Setting objectives and overarching design principles and develop placemaking strategy.																														
Stage 4 - Strategic Outline Business Case SOBC Preparation																														
Stage 5 - Investment Strategy Investment Strategy																														
Stage 6 - Development Briefs Prepare development brief for shortlisted priority development areas																														

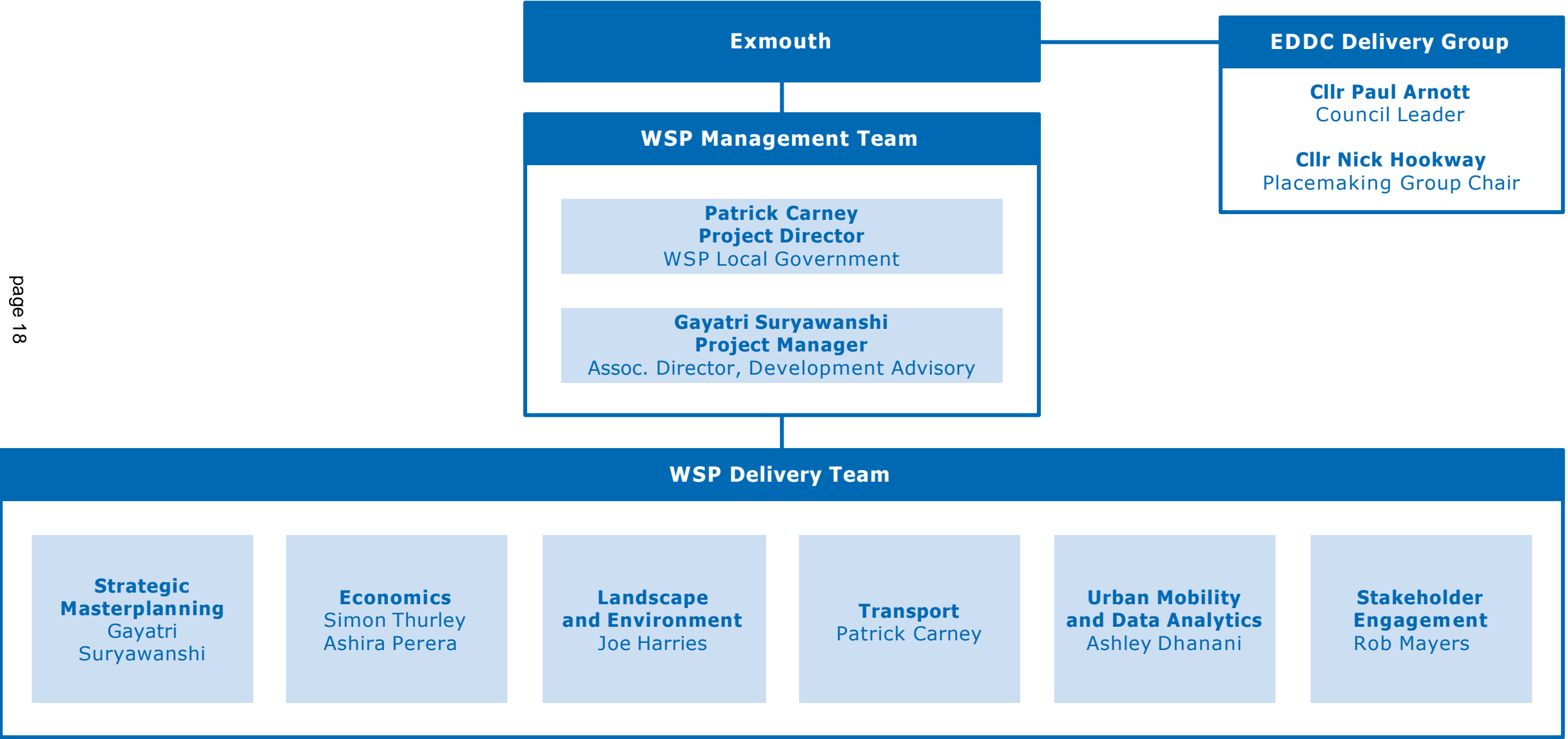
2. Project execution: Meeting and engagement schedule



2. Project execution: Project team, roles and responsibilities



page 18



2. Project execution: Collaborative working methods and data sharing



Communication

Client Contact:

Gerry Mills

WSP Point of Contact for Management

Patrick Carney

WSP Team Contact:

Gayatri Suryawanshi

Sign Off and Approval

Client Core Team:

Tim Child

Gerry Mills

Delivery Group:

Data Sharing

All project and client files are managed in the Teams SharePoint folder:

[Exmouth Placemaking Plan - Client Portal](#)

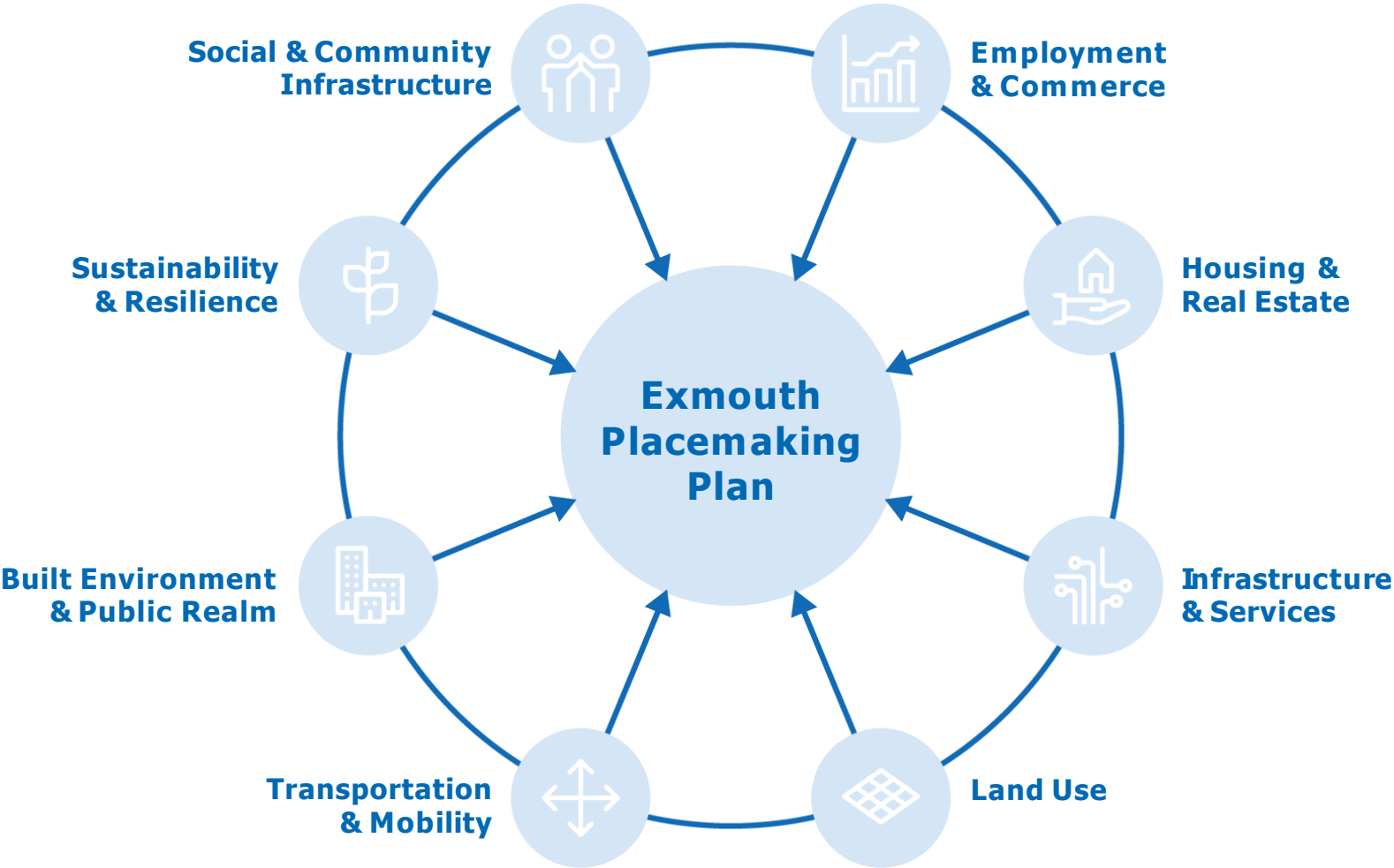
Data Request Log:

[20230620 Exmouth Data Request Log.xlsx](#)

3. Placemaking Plan: What we mean by a placemaking plan

Understanding and harnessing the value of Exmouth’s **assets** through a set of **interconnected actions** that reimagine and reinvent Exmouth as a cohesive place where people choose to live, work, and spend time.

page 20



3. Project brief: Existing work

Exmouth Town Centre and Seafront Masterplan 2011: Character and land use, urban layout, access and movement, public realm, green infrastructure and blue infrastructure. Limited delivery detail.

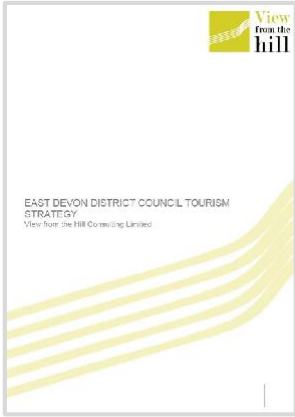
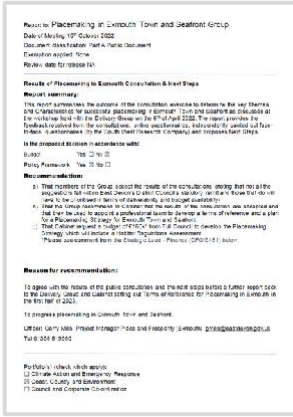
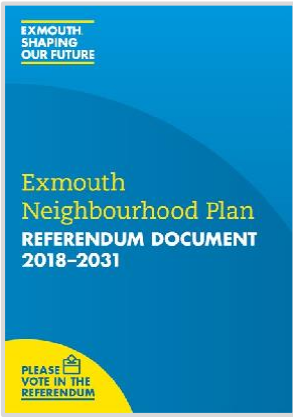
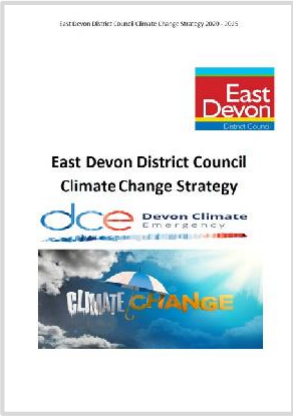
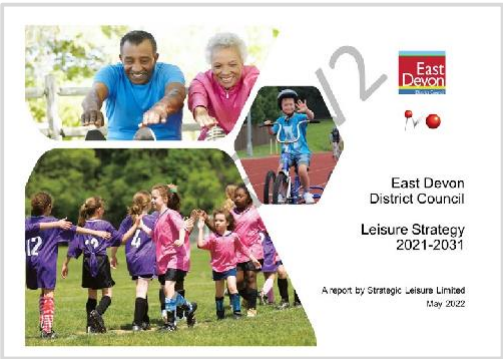
Exmouth Seafront Vision 2020: Focuses on meanwhile use.

Cultural Strategy 2022-2031: Uses culture to address the climate emergency as cohesive and integrated actions.

Tourism Strategy 2022: Leading year-round destination through natural diversity, food and drink, active nature, and cultural tourism.

Leisure Strategy 2021-2030: Focuses on health and wellbeing benefits. Targets socially and economically disadvantaged residents.

Climate Change Strategy 2020-2025: Enhancing resilience to climate change, reducing emissions from energy consumption, promoting renewable and low-carbon energy supplies, supporting environmentally friendly development, and fostering the low-carbon economy.



3. Project brief: Our understanding of the place (Economics)



Economic baseline

A baseline review of Exmouth’s economy will cover:

- Gross value added and employment in key sectors
- Labour force characteristics (income, educational attainment, skills development opportunities and gaps, economic activity rates)
- Exmouth’s population characteristics (age, population structure, population growth, health, ethnicity)

Inform the local economic trends, developments and drivers impacting the performance of the town



Strategic outline case

Placemaking strategy will comprise an outline programme of projects and interventions.

Strategic outline case brings together the rationale for the strategic fit of the package of the interventions with:

- Policy.
- Aims of the strategy.
- Likely social and economic impacts.

Articulate the strategic narrative setting out the need for the projects



Investment strategy

Understanding and articulation of the existing funding sources applicable to the development projects. External funding sources may include:

- Council capital funding
- Government regeneration funding
- Private capital investment, and/or
- Other funding sources.

Compiling recommendations to ensure the delivery framework aligns with the investment landscape.

3. Project brief: Our understanding of the place (Economics)

Demographics

Ageing population

- Exmouth has a [population of 50,248 \(Parish: 35,500\)](#) compared to 150,800 in the whole of East Devon.¹
- **Average median age in East Devon is 50 years old** – 6 years older than in the rest of the South West (44) and [10 years older than England](#) as a whole (40).²
- Proportion of **people over pensionable age** in East Devon is predicted to increase at a faster rate to the rest of England – from [30.1% in 2018, to 32.8% in 2028](#) (England: 18.2% to 20.7%, respectively).³

Income: Weekly median gross pay for residents in East Devon is £628 for full time workers – slightly lower compared to £646 for England as a whole.⁴

Poverty: Exmouth has [5 of the top 10 of the most vulnerable neighbourhoods in East Devon](#): Littleham; Town Centre; The Point, Docks and Victoria Road Area; Liverton and Veiges; and Moorfield Road.⁵



3. Project brief: Our understanding of the place (Economics)

Labour market

Labour scarcity across Devon: Firms face difficulties filling vacancies due to a scarcity of skilled labour caused by:

- Lack of **affordability of housing** for current and future employees.⁶
- **Insufficient public transportation** to many tourism destinations for employees.⁶
- **Reluctance to work in tourism** due to demanding hours and conditions.⁶

Exmouth is perceived to have grown without a balance of employment or housing, **serving as a commuter hub** for employees working in Exeter, and as a retirement destination.⁷

- Approximately **57% of the population of Exmouth is of working age** (aged 15-64), broadly in line with East Devon as a whole (55.5%) and lower than in England as a whole (64.1%).¹
- **52% of people aged over 16 in Exmouth are economically active** (57.4% in England) 45.6% economically inactive (39.1% in England), and 2.2% unemployed.¹



3. Project brief: Our understanding of the place (Economics)

Tourism

In 2015, Exmouth's tourism sector attracted 421,000 staying visits and 2.9 million day-visits, generating approximately £183 million of visitor spend in the local economy.⁹

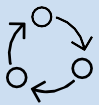
Low visitor spend: As of 2020, the average spend per day in Exmouth was £15 per day, compared with £34 for East Devon, and £36 for Devon.⁸

Repeat day visits: The latest 2022 Visitor Survey showed that almost two-thirds of respondents made day visits to Exmouth, 76% were on a repeat visit; and one third was aged over 65 years.

Looking forward: older customers dominate the tourism sector in Exmouth and there is potential to expand into the millennial market for future growth.⁸



3. Project brief: Our understanding of the place (Transport)



Transport Baseline

A **baseline review** of Exmouth's Transport will cover the following:

- Mapping of existing transport **hubs, linkages** between key destinations and **mobility** challenges.
- Liaison with the **Local Highway Authority** and identification of existing planned improvements.
- Identify areas of congestion, safety issues and barriers to growth and development.

Inform the placemaking strategy and the link between transport and spatial planning.

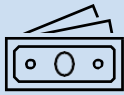


Transport Interventions

Transport interventions will feed into the placemaking strategy and potentially be considered part of the programme in the SOBC, based on various **criteria**:

- Readiness, priority, and scale.
- **Alignment** with the other interventions considered in the SOBC.
- The likely social and economic **impacts**.
- Improving **connectivity** between the town centre, Estuary & Seafront.

Articulate the strategic narrative setting out the need for transport interventions.



Investment in Transport

Building upon the investment from **LU funding for Exmouth Gateway**, additional funding sources will be explored, which may include:

- Council capital funding
- Government regeneration funding
- Private capital investment, increasing the value of sites and/or
- Other funding sources.

Compile recommendations to ensure the delivery framework aligns with the investment landscape.

3. Project brief: Our understanding of the place (Transport)

Current Challenges

- Poor connectivity to wider parts of Devon
- Seasonal traffic levels and variations in parking demand
- Poor linkages between key destinations within Exmouth
- Limited private sector funding for improvements

Planned Improvements:

- £15.7 million Improvements planned as part of the Exmouth Levelling Up Fund, including the Dinan Way Extension and Exmouth Gateway

Opportunities:

- [Good Rail links](#) – Improved sense of arrival and connectivity to the town centre
- [High-quality cycle links](#) – Improved access to the Sea Front and Marina
- Improve legibility with stronger [connectivity between the town centre and seafront](#)
- Improve the [public realm](#) in town centres and seafront areas to increase dwell time
- Improved [access](#) to potential regeneration sites



3. Project brief: Our understanding of the place (Landscape and environment)

Bringing together multiple social, urban, and natural dimensions, and private and public spaces for the community and visitors.

page 28

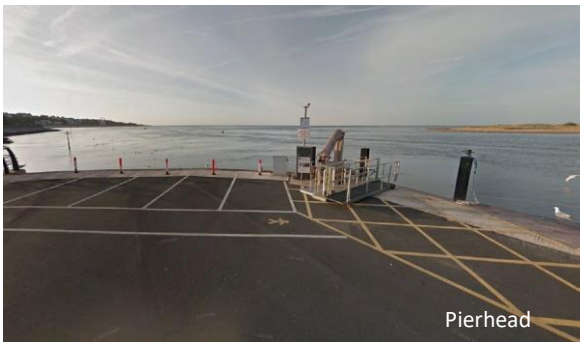


3. Project brief: Our understanding of the place (Landscape and environment)

Wayfinding - Uses



Destinations



Play on the way



Iconic



Artistic



Nature Trails



3. Project brief: Our understanding of the place (Landscape and environment)



1. Train station bus depot



2. Leisure centre



3. Exmouth Rugby Club



4. Imperial Recreation Ground



5. Victoria Way



6. The Parade



7. The Strand



8. Magnolia Centre



9. Library



10. Manor Gardens



11. The Harbour



12. Pierhead



13. Mamhead Slip



14. The Imperial Hotel



15. Clock Tower



16. Exmouth Pavilion



17. Cricket Club



18. The Maer



19. Lifeboat Station



20. Orcombe Point



21. The Royal Avenue Car Park



22. The Imperial Road Car Park



23. Harbour View
café/Coastwatch tower



24. London Hotel Car Park



25. Queen's Drive Space



26. Foxholes Car Park



27. Maer Road Car Park



28. Proposed children's play area
at Queens Drive

3. Project brief: Our understanding of the place (Engagement so far)

Overview

6 April 2022
Delivery Group Workshop
Members agreed [themes and characteristics](#) for placemaking in Exmouth Town and Seafront.


page 31

8 June 2022
Meeting
Cabinet proposed a series of [workshops and a public consultation](#) to seek feedback from interest groups, stakeholders, and the public.

Feedback




Consultation with Exmouth Town Council



Questionnaire (online)
861 respondents
Closed 12th of August 2022



Workshops (face-to-face)
138 participants
May to August 2022



Visitor surveys (face-to-face)
400 visitors
July to August 2022



Additional, unsolicited feedback

Findings

Exmouth’s top place characteristics

- Long sandy [beaches](#), Jurassic coast World Heritage Site, [estuary](#), and the [seaside town](#) and [promenade](#).
- [Water sports](#) activities for all ages and [centre of excellence](#).
- [Victorian](#), [maritime](#), and [naval](#) history.

Exmouth’s top development themes

- [Diversify the economy](#) with sectors and business types [beyond tourism](#).
- Improve quality of [town centre](#) spaces and facilities.
- Improve [unoccupied](#) and [derelict](#) areas.
- Maintain the [towns character](#) to keep existing visitors onboard.

Respondents largely supported the placemaking project and reported that their voices were heard. Children and young people are currently underrepresented.

3. Project brief: Approach to Engagement



page 32

Objective
Confirm prior engagement data.
Gain insight on stakeholder groups.
Review of engagement to date.

Format
Half-day workshop.

Participants
Stakeholders incorporating Exmouth’s suggestions.

Objective
Test and validate the Exmouth placemaking challenges, opportunities, and vision.

Outcomes
Findings will inform the vision setting and placemaking strategy.

Format
Half-day workshop.

Participants
Stakeholders engaged in previous stage.

Objective
Present the refined vision, and proposed interventions to ensure buy-in on the priority areas and potential interventions.

Outcomes
Findings will inform the vision-setting exercise.



Exmouth Placemaking Plan

Inception meeting

21 June 2023

EXMOUTH PLACEMAKING PLAN

PROPOSED DELIVERY PLAN

21 JUNE 2023

Project Reference: 70106706 Exmouth Placemaking Plan

Project Methodology

STAGE 0: PROJECT INCEPTION

Objective: *Initiate the project mobilisation and confirm the project outcomes, expectations, and parameters.*

Duration: 2 week

0.1 Data Request & Initial Analysis: At the inception, we will request that all available relevant data (reports and surveys) be provided to the WSP team. Upon receipt, the team will review the available data efficiently to get familiar with the site and help steer our discussions with the Client Team.

0.2 Project Inception Meeting / Workshop: We envisage a full-day inception workshop, site visit and briefing, and launch event to be attended by the Client Team and the consultant team. This will provide an opportunity for formal introductions and for the client team to provide a clear briefing to the consultant team. We will work with the Client team to tap into their knowledge and insight on the various stakeholders to be engaged and discuss key objectives and potential risks at each stage. Topics for discussion at the inception workshop will include:

- Introductions - key roles, responsibilities, governance
- Formal programme discussion (regular meeting occurrences)
- Project stakeholders and engagement strategy
- Key milestones and interim deliverables

0.3 Site Visit: We will take the opportunity to visit the site collectively, to walk, talk and discuss the physical make-up of the area, together with important constraints, potential opportunities, and overarching aspirations for the site.

Deliverables: Site visit and Inception Meeting/Workshop (1 no),

STAGE 1: BASELINE STUDY AND BENCHMARKING REPORT

Objective: *to collect and summarise- baseline information on existing site conditions, opportunities, and constraints to inform the emerging vision.*

Duration: 4 weeks

1.1 Baseline Review: This project stage will see the Team perform a collaborative information gathering, including site visits and creating high-level condition base-maps and synthesising all the extensive information orderly, followed by detailed analysis. We will review and study baseline information related to the community/demographics, spatial, and economic activities.

- **Planning and policy review:** Review of the planning policies (local plan, area plans etc.) to ensure the placemaking plan will align with the relevant plans.
- **Contextual review:** We will undertake contextual analysis to highlight the site's key features, strengths, characteristics, and major attributes and its immediate context. The heritage, conservation, archaeology, and town survey (desktop) will inform the different layers of the baseline analysis.

- **Economic:** We will examine the economic context to develop our baseline analysis of needs and demands, which can be used to help support the development brief. This will include a review of local & regional socio-economic data, incl. demographics, labour markets, sectoral trends, etc. The findings of this analysis will inform of the local economic trends, developments and drivers impacting the performance of the town.
- **Transport, movement, and connectivity:** The baseline review and analysis will include existing movement and connectivity analysis within the town and the key regional centres.

1.2 Analysis, Synthesis and Parameters: A cross-cutting analysis of the baseline study will be undertaken to understand the key strengths and weaknesses of the town. These will be compiled in a list of parameters to help identify similar and relevant case studies to undertake benchmarking and comparative analysis. The key parameters could be similar economic drivers and opportunities, sea-front context and scale of the town.

1.3 Benchmarking Exercise: Three comparative towns in the UK will be selected and analysed against the parameters. The lessons learnt from each case study will inform the opportunities, mechanisms, delivery methods and investment requirements for Exmouth.

Deliverable: *Compilation of the baseline analysis and benchmarking exercise.*

STAGE 2: CHARACTERISATION STUDY

Objective: *to analyse- baseline information on existing site conditions, opportunities and constraints to inform the emerging vision and placemaking opportunities.*

Duration: *4 weeks*

2.1 Urban Analysis: A detailed analysis of the following:

- Urban Form: historic growth, heritage, spaces and places, architectural features, views, and landmarks
- Streetscape: access and movement, legibility and permeability
- Landscape: parks and open spaces, ecological and environmentally sensitive areas

This analysis will hone our understanding of the place and its specific characteristics that need to be enhanced, strengthened, and complemented.

2.2 Summarise Constraints and Opportunities: Summarise the findings of the urban analysis to identify the project requirements and potential intervention areas.

2.3 Define Placemaking Requirements: Based on the urban analysis, in combination with the constraints and challenges, will define specific placemaking requirements, such as key sites and new uses, focal points, movement corridors, access requirements, buffer zones, and open spaces.

2.4 Stakeholder Engagement: In a half-day workshop, we will meet with the suggested stakeholders to test, validate and refine the emerging opportunities and placemaking requirements. The findings from this workshop will inform the vision-setting exercise.

2.5 Set out a Vision: This stage will be undertaken in parallel to the early engagement sessions, where the early indications of the aspirations, in addition to the baseline, constraints and opportunities, and project requirements, will feed into outlining the vision.

Deliverables: Regular Progress Meetings, Urban Analysis Compilation, Placemaking Vision and Objectives.

STAGE 3: PLACEMAKING STRATEGY

Objectives: synthesising the engagement outcomes and the vision and translating them into a placemaking strategy that makes the best use of the land and emphasises on placemaking, infrastructure delivery and economic growth.

Duration: 15 weeks

3.1 Setting Objectives and Overarching Design Principles: A vital step in framing any strategy is clearly establishing and agreeing on the strategic objectives and design principles from the outset – the key parameters will elaborate on the regeneration priorities within which a strategy can evolve. We will set out ‘topic’ based principles, mainly contextual response, new uses, capacity expectations, linkages and desire lines, sustainability, and net zero– as a basis for this discussion.

3.2 Placemaking Strategy: Once the objectives and design principle have been agreed upon and understood – we will define an overarching framework within which priority areas and their land-use relationships, urban blocks and street networks, open spaces, community facilities and transport infrastructure can be organised. We will highlight the priority intervention areas, their potential, capacity, and suitability in alignment with the Local Development Plan. The emphasis on a design-led approach will aim to balance capacity and viability. We will promote walkable neighbourhoods, connected public spaces, high quality, robust public realm, and enhanced biodiversity.

3.3 Stakeholder Engagement: During this second half-day workshop, we will meet with the previously engaged stakeholders and present the refined objectives, design principles, and the emerging placemaking strategy to ensure their buy-in on the priority areas and the potential interventions.

Deliverables: Regular Progress Meetings, Placemaking Strategy

STAGE 4: STRATEGIC OUTLINE BUSINESS CASE

Objectives: to assess the portfolio of potential projects and prioritise these for further consideration.

Duration: 6 weeks

4.1 Prepare a Strategic Outline Business Case: Following the placemaking strategy that will define the range of potential priority regeneration projects, we will, in collaboration with the client, identify the near-term projects that should be included in the strategic outline business case (SOBC).

In line with Green Book guidance, we will develop an SOBC for the shortlisted portfolio of projects to articulate the strategic narrative setting out the need for the projects (including the definition of critical success factors), why the Government (or other funding sources) are required, (market failure), as well as a clear explanation of what the Council is proposing to invest in and why the proposed portfolio of projects will address identified challenges and barriers.

To support the SOBC, we will quantify the economic benefits (employment, land use change, sectoral growth and deprivation impacts etc.). Elaborate on the strategic alignment of projects with local strategies, objectives and plans as well as alignment with national and UK Government policy

objectives (e.g., Levelling Up and Net Zero), and assess, at a high level, the affordability and deliverability of the proposals, including critical success factors and risk management.

Deliverables: *Regular Progress Meetings, Strategic Outline Business Case (~25-30 pages)*

STAGE 5: INITIAL INVESTMENT STRATEGY

Objective: *recommend investment and funding strategies to enable the delivery of the priority projects*

Duration: *4 weeks*

5.1 Prepare an initial investment strategy: Understanding the existing funding sources applicable to the proposed development projects, we will make recommendations for investment by EDDC through its Capital and Revenue budgets, plus details of potential for additional leverage by this investment programme of external funding, including but not limited to:

- Council Capital funding
- Government Regeneration Funding e.g., Levelling Up UK Shared Prosperity Fund, SALIX
- Potential Lottery funding
- Heritage Fund
- Private Capital Investment; and
- Other funding.

We will compile the recommendations in a separate note and include within the Placemaking Plan to ensure the delivery framework is aligned with the investment strategy.

Deliverables: *Regular Progress Meetings, Investment Strategy Note (~3-5 pages)*

STAGE 6: DEVELOPMENT BRIEFS

Objective: *to provide strategic direction for developing the priority sites within the town.*

Duration: *4 weeks*

6.1 Prepare Development Briefs: We will prepare development briefs for the shortlisted and near-term development sites included in the business case. The briefs will set the parameters to guide the development, specifically the uses, quantum and character. In addition, it will also recommend methods to gain support from the stakeholders.

Deliverables: *Regular Progress Meetings, Development Briefs Note*

Programme																															
Exmouth Placemaking Strategy																															
Tasks		Weeks																													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Inception meeting																															
Progress Meetings (BI-weekly)																															
STAGE 0 - PROJECT INCEPTION																															
Data Request and Initial Analysis																															
Site Visit																															
Inception Workshop																															
STAGE 1 - BASELINE REVIEW																															
1.1	Baseline Review																														
	Planning and Policy review																														
	Contextual Review																														
	Economic																														
	Transport, movement and connectivity																														
1.2	Analysis, Synthesis and Parameters																														
1.3	Benchmarking Exercise																														
1.4	Compile the baseline and benchmarking exercise																														
1.5	Issue for sign off																														
STAGE 2 - CHARACTERISATION STUDY																															
2.1	Urban Analysis																														
	Urban form																														
	Streetscape and public realm																														
	Landscape and environment																														
2.2	Summarise constraints and opportunities																														
2.3	Define placemaking requirements																														
2.4	Stakeholder Engagement																														
2.5	Set out the vision																														
2.6	Compile urban design analysis																														
2.7	Issue for sign off																														
STAGE 3 - PLACEMAKING STRATEGY																															
3.1	Setting Objectives and Overarching design principles																														
3.2	Placemaking strategy																														
3.3	Stakeholder Engagement																														
3.4	compile strategy and engagement report																														
3.5	Issue for sign off																														
STAGE 4 - STRATEGIC OUTLINE BUSINESS CASE																															
4.1	Business Case Preparation																														
4.2	Issue for Sign Off																														
STAGE 5 - INVESTMENT STRATEGY																															
5.1	Investment Strategy																														
5.2	Issue for Sign Off																														
STAGE 6 - DEVELOPMENT BRIEFS																															
6.1	Prepare development brief for shortlisted priority development areas																														
6.2	Issue for Sign Off																														