



EAST DEVON DISTRICT COUNCIL

EXMOUTH PLACEMAKING PLAN – GOVERNANCE STRATEGY

31st January 2025

REVISION 1

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INTRODUCTION

The Exmouth Placemaking Plan for the Town Centre and Seafront aims to deliver a coherent and shared vision for the Town and Seafront; providing strategic direction for the transformation of the place and ensuring the future socio-economic sustainability of the plan. The Stakeholders to the Exmouth Placemaking Plan will be key to the success of the programme.

The ultimate goal of the Exmouth Placemaking Plan is to realise outcomes and benefits of a strategic vision. To achieve this, the Exmouth Placemaking Plan needs to be designed as a flexible organisation structure with a group of clearly defined Stakeholders.

The Stakeholders to the Exmouth Placemaking Plan are likely to be extremely wide and varied and can be described as a person or organisation with a vested interest in the programme or its projects.

EXISTING GOVERNANCE ARRANGEMENTS

OVERVIEW

In order to identify key Stakeholders to the Exmouth Placemaking Plan (EPP), consideration has been given to identifying individuals and groups who have shown an interest in the development of the work to date, together with other Stakeholders identified by these parties as potentially having an interest.

A full engagement strategy will need to be prepared to summarise the approach to be taken with each individual Stakeholder or Stakeholder Group(s).

Some key Stakeholder Groups are already in existence.

PLACEMAKING IN EXMOUTH TOWN CENTRE AND SEAFRONT (PETS)

The Placemaking in Exmouth Town Centre and Seafront (PETS) Group currently meets on approximately a monthly basis, which can limit the usefulness of meetings.

The Terms of Reference of the group can be summarised as follows:

- Provide a reference group of district and town councillors and stakeholders with officer support to inform progress and to make recommendations to East Devon District Council's Cabinet to enable it to take forward the successful delivery of Exmouth Queen's Drive Redevelopment.
- Provide a reference group of district and town councillors and stakeholders with officer support to make recommendations to East Devon District Council's Cabinet on the development and management of Placemaking in Exmouth Town and Seafront including the Ocean building.
- Receive briefings and reports from officers and to act as a point of reference for the successful delivery of Placemaking in Exmouth Town and Seafront.
- Monitor progress on achieving the delivery of the Placemaking in Exmouth Town and Seafront.
- Advise on and input to external expert and professional consultancy.
- Support further engagement of public and stakeholders.
- Promote best practice, help overcome barriers and promote optimal outcomes for the benefit of Placemaking in Exmouth Town and Seafront.
- Promote the objectives and successes of Placemaking in Exmouth Town and Seafront.

Exmouth Placemaking Plan – Governance Strategy

- Liaise with and share information with Exmouth Town Council and relevant Stakeholder groups as appropriate.

The role of the PETS Group is to be reviewed in February 2026.

PORTFOLIO HOLDER (CULTURE, LEISURE AND TOURISM) MEETINGS

Meetings are held with Portfolio Holder on a monthly basis. Currently there is no focus on the EPP within these meetings.

DEVON COUNTY COUNCIL

Informal engagement currently takes place with DCC on an as required basis.

EXMOUTH TOWN COUNCIL

Informal engagement currently takes place with Exmouth Town Council, as required. Formal liaison between the PETS Group and Exmouth Town Council does not appear to occur regularly.

EAST DEVON DISTRICT COUNCIL OFFICERS

Engagement with East Devon District Council (EDDC) Officers has been limited, however, a series of informal workshops were held with the following Officer Groups:

- Climate Change
- Planning
- Streetscene
- Place, Assets and Commercialisation
- Countryside
- Exmouth Town Council
- Parking

STAKEHOLDER MAPPING

INTRODUCTION

A Stakeholder Map is the product of the research and discussion that occurs when identifying and defining the project Stakeholders, whether they be individuals, groups or organisations. A Stakeholder Map should not only define the Stakeholders to the Exmouth Placemaking Plan but also analyse their impact and influence and outline their perspective on and interest in the programme.

A Stakeholder Map will provide a snapshot of the influence and interest of relevant Stakeholders at a particular point in time and will be subject to change over the course of a programme / project.

Individual Stakeholder Maps will be developed for every individual Exmouth Placemaking Plan project, however, key Stakeholders exist for the wider EPP and this document seeks to identify these key parties.

DEVELOPMENT OF STAKEHOLDER MAP

The Stakeholder Mapping process has allowed the level of interest and influence of each Stakeholder to be gauged which in turn allows expectations, boundaries and approaches to Stakeholder Management to be set. The term 'level of influence' refers to the amount of power each individual Stakeholder has in setting and modifying the project, whilst 'interest' refers to how the Stakeholders are influenced by the Programme.

The Stakeholder Map categorises Stakeholders in four areas, with the Stakeholders position within the quadrant showing their proximity to other quadrants:

- **Manage Closely** – these are the Stakeholders who have the greatest interest and influence on the Programme. It is recommended that these Stakeholders are regularly offered an update report and informal and formal feedback sought.
- **Keep Satisfied** – this group of Stakeholder is not quite as interested but are influential. Like those Stakeholders who are to be closely managed, this group require regular updates, and feedback should be sought before making any key final decisions.
- **Keep Informed** – these Stakeholders tend to be the users of the project and have less influence but are highly interested. They should be updated throughout the project, but not at the same level of frequency as those who are to be closely managed and kept satisfied.
- **Monitor** – there is less influence and interest in this Stakeholder Group, but they must be kept engaged and any major changes communicated.

Exmouth Placemaking Plan – Governance Strategy

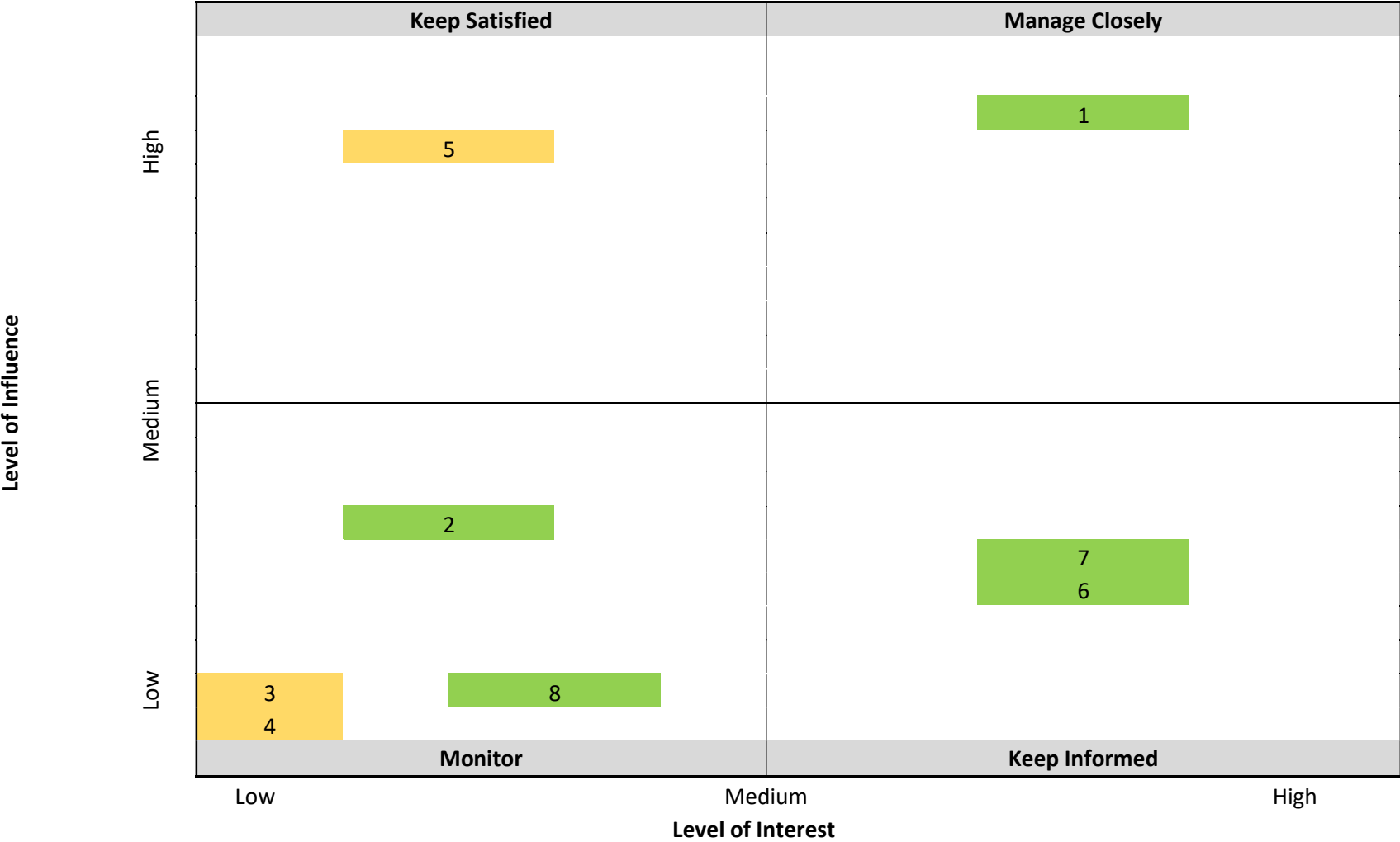
The Stakeholder Map has been designed to allow key Stakeholders to be identified and their **current status** in regard to the EPP to be considered. Stakeholders have been grouped according to:

- **Green** – advocate for the EPP
- **Yellow** – neutral about the EPP
- **Red** – blocker to the EPP



EAST DEVON DISTRICT COUNCIL
EXMOUTH PLACEMAKING PLAN - CURRENT STAKEHOLDER MAP (AS AT JANUARY 2025)
13th January 2025

Stakeholder Map



- Stakeholders Key**
- 1. Placemaking in Exmouth Town Centre and Seafront (PETS)
 - 2. Portfolio Holders - Culture, Leisure and Tourism
 - 3. Devon County Council - Placemaking / Property
 - 4. Devon County Council - Highways
 - 5. East Devon District Council - Members
 - 6. East Devon District Council - Officers
 - 7. Exmouth Town Council
 - 8. Exmouth Chamber of Commerce
- Colour Key**
- Green - Advocate
 - Yellow - Neutral
 - Red - Blocker

STAKEHOLDER MAP ANALYSIS

Reviewing the Stakeholder Map, it is apparent that there are key Stakeholders to the EPP who are currently neither as influential nor as interested as would be desirable:

- Given their role, the PETS Group currently sit as would be expected on the Stakeholder Map,
- Portfolio Holders for Culture, Leisure and Tourism would ideally be advocates of the EPP with high influence and interest with EDDC managing these Stakeholders closely.
- Devon County Council in both their capacity for Placemaking and Property and as Highways Authority should be highly influential and highly interested and thus advocates of the plan, to be managed closely.
- EDDC Members should be highly interested, with their influence represented through the PETS group. This group should be kept informed.
- Like EDDC Members, EDDC Officers should be highly interested and kept informed on a regular basis.
- Exmouth Town Council, given their role within the Town should be highly interested with a medium level of influence and kept satisfied at all times.
- Exmouth Chamber of Commerce should also be highly interested, but with less influence, kept satisfied.

Consideration needs to be given to the way in which the status of these Stakeholders in regard to the EPP can be improved.

The Governance structure should consider how all Stakeholders can progress around the Stakeholder Map to allow them to achieve the level of interest and influence desirable.

ISSUES AND CHALLENGES

The review of the governance arrangements to date and the analysis of the Stakeholder Map demonstrates that there are several key issues and challenges which are faced by the Exmouth Placemaking Plan. These can be summarised as follows:

1. The PETS Group secures good influence and interest from its members, however, the frequency of meetings means that the information presented at each meeting is somewhat limited and the impact of these meetings could be improved.
2. The interaction between the PETS Group and other Stakeholders could be improved, to ensure that Exmouth Town Council and Exmouth Chamber of Commerce together with other key Stakeholders are engaged regularly.
3. Updates on the EPP at Portfolio Holder (Culture, Leisure and Tourism) meetings is limited and could be improved.
4. Devon County Council Highways and Placemaking / Property are not currently actively engaged in the EPP. This relationship should be improved to ensure proposals are both deliverable and supported.
5. Engagement with EDDC Officer Groups is not currently promoted which is failing to ensure that the EPP is embedded within EDDC and its delivery seen as a Corporate Priority for all Council functions and services.
6. Engagement with Exmouth Town Council and Exmouth Chamber of Commerce should be improved to ensure that the EPP responds to the Towns differing needs wherever possible.

These issues and challenges will need to be addressed by EDDC and the key EPP Stakeholders as soon as possible to ensure the successful delivery of the Plan and its Projects and to support in the progression of Stakeholders level of influence and interest within the Stakeholder Map.

GOVERNANCE RECOMMENDATIONS

On completion of the review of the existing Governance, the finalisation of a Stakeholder Map and identification of some key issues and challenges for the Exmouth Placemaking Plan, the following recommendations can be made.

The recommendations are grouped by Stakeholder Groups:

GENERAL

- Prepare, agree and implement a communications strategy for engagement with all Stakeholders.
- Identify a clear approach to ensure that Stakeholders have the level of interest and influence anticipated and required.

PLACEMAKING IN EXMOUTH TOWN CENTRE AND SEAFRONT (PETS) GROUP:

- Review frequency of meetings to allow meaningful and detailed updates to be provided on a quarterly basis (every 12 weeks).
- Ensure key Stakeholders (including Exmouth Town Council and Chamber of Commerce) are aware of the meeting dates.
- Allow ad hoc meetings to be arranged should key decisions be required between quarterly meetings.

PORTFOLIO HOLDERS – CULTURE, LEISURE AND TOURISM:

- Exmouth Placemaking Plan should become a standard agenda item at all Portfolio Holder Meetings to allow regular and high level updates to be given.

DEVON COUNTY COUNCIL PLACEMAKING AND PROPERTY AND HIGHWAYS

- Ensure that the Devon County Council Placemaking / Property and Highways teams are aware of and invited to PETS meetings.
- Achieve regular engagement with Devon County Council to ensure that the EPP is at the forefront of their agenda and that the proposals are both supported and deliverable.
- Arrange quarterly meetings with the Devon County Council Officers identified to support the EPP to ensure engagement and awareness of issues and to allow collaborative problem solving and innovation.

Exmouth Placemaking Plan – Governance Strategy

EAST DEVON DISTRICT COUNCIL MEMBERS:

- Ensure that updates are provided by Portfolio Holders to other Members as required.

EAST DEVON DISTRICT COUNCIL OFFICERS:

- Create 3 Officer Working Groups to ensure effective lines of internal communication around EPP.
- Officer Working Groups are proposed to include between 12 – 15 Officers per Working Group, and should be comprised of Officers from the following service areas:
 - WORKING GROUP 1 – Planning
 - WORKING GROUP 2 – Streetscene, Parking, Culture and Tourism, Exmouth Town Council, Place, Assets and Commercialisation.
 - WORKING GROUP 3 – Countryside, Climate Change, Exmouth Town Council, Place, Assets and Commercialisation.
- Officer Working Groups should be engaged in Workshops as required and updated on a quarterly (12 weekly) basis.

EXMOUTH TOWN COUNCIL:

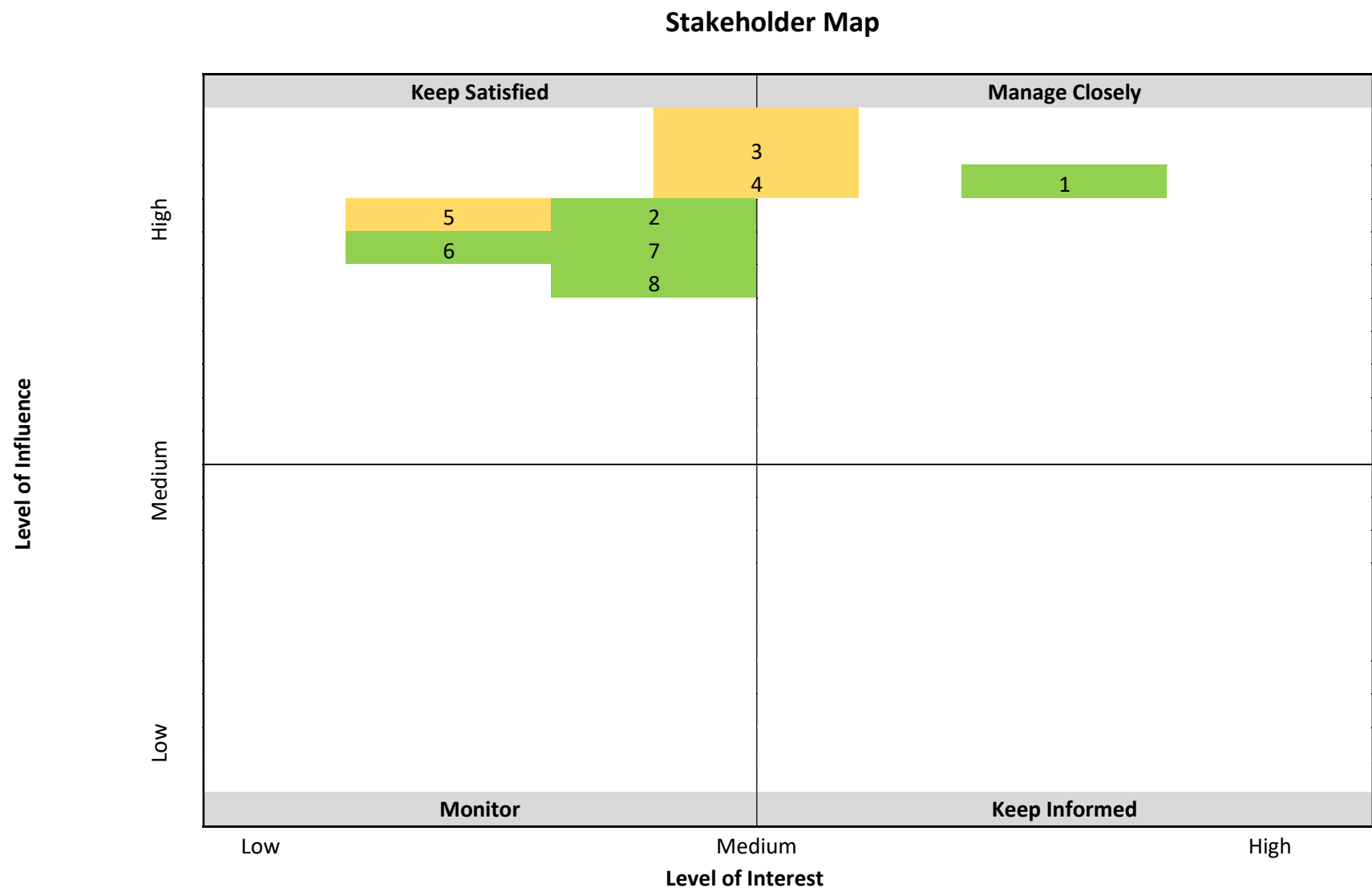
- Ensure Exmouth Town Council representatives are aware of PETS meetings.
- Arrange bi-annual engagement meetings with Exmouth Town Council.
- Provide an 'open door' to allow Exmouth Town Council to raise issues, requests or offer feedback, as required.

EXMOUTH CHAMBER OF COMMERCE:

- Ensure Exmouth Chamber of Commerce representatives are aware of PETS meetings.
- Engage with Exmouth Chamber of Commerce on an ad hoc basis as required regarding issues of particular importance.
- Provide an 'open door' to allow Exmouth Town Council to raise issues, requests or offer feedback, as required.

With the implementation of the recommendations set out above the Stakeholder Map should reflect the outline set out below:

EAST DEVON DISTRICT COUNCIL
EXMOUTH PLACEMAKING PLAN - PROPOSED STAKEHOLDER MAP
13th January 2025



- Stakeholders Key**
- 1. Placemaking in Exmouth Town Centre and Seafront (PETS)
 - 2. Portfolio Holders - Culture, Leisure and Tourism
 - 3. Devon County Council - Placemaking / Property
 - 4. Devon County Council - Highways
 - 5. East Devon District Council - Members
 - 6. East Devon District Council - Officers
 - 7. Exmouth Town Council
 - 8. Exmouth Chamber of Commerce

- Colour Key**
- Green - Advocate
 - Yellow - Neutral
 - Red - Blocker

APPENDIX A – MEMBERSHIP OF STAKEHOLDER GROUPS

PETS GROUP	PORTFOLIO HOLDERS – CULTURE, LEISURE AND TOURISM	DEVON COUNTY COUNCIL – PLACEMAKING / PROPERTY	DEVON COUNTY COUNCIL – HIGHWAYS	EAST DEVON DISTRICT COUNCIL – MEMBERS	EAST DEVON DISTRICT COUNCIL – OFFICERS	EXMOUTH TOWN COUNCIL – MEMBERS	EXMOUTH TOWN COUNCIL - OFFICERS	EXMOUTH CHAMBER OF COMMERCE
Councillor Nick Hookway (Chair, EDDC) Councillor Paul Arnott (Vice Chair, EDDC) EDDC MEMBERS Councillor Aurora Bailey Councillor Olly Davey Councillor Tim Dumper Councillor Anne Hall Councillor Matt Hall Councillor Paul Hayward Councillor Todd Olive ETC MEMBERS Councillor Graham Deasy Councillor Joe Whibley	Councillor Nick Hookway	Keir Duffin* – Officer	Jamie Hulland - Officer	Councillor Paul Arnott Councillor Aurora Bailey Councillor Brian Bailey Councillor Jessica Bailey Councillor Ian Barlow Councillor Kevin Blakey Councillor Kim Bloxham Councillor Violet Bonetta Councillor Colin Brown Councillor Jenny Brown	Working Group 1 - Planning: <ul style="list-style-type: none">Paul Golding* – Senior Planning OfficerWendy Ormsby – Development ManagerEd Freeman – AD Planning Strategy and Dev Mgmt (Strategic matters)	Aurora Bailey Fred Caygill Maddy Chapman Andrew Colman Ian Kirvan Cherry Nicholas Tim Dumper Pauline Stott Joy Whipps Andrew Toye Daniel Wilson Brian Bailey Graham Deasy David Poor	Lisa Bowman* – Town Clerk Chetna Jones – Deputy Town Clerk Jessica Joy Magill –Arts Manager Zoey Cooper – Climate Officer	Laura Woodward- Drake – Chair Sophie Littlewood – Vice Chair Paul Bartlett – Treasurer Maggie Irving - Outreach
		Jon Williams - Officer	TBC	Councillor Alasdair Bruce Councillor Christopher Burhop Councillor Sarah Chamberlain Councillor Maddy Chapman Councillor Iain Chubb Councillor Bethany Collins Councillor Roy Collins Councillor Olly Davey	Working Group 2 – Streetscene, Parking, Place, Assets and Commercialisation, Culture and Tourism: <ul style="list-style-type: none">Richard Easthope* – Parking Services ManagerKirstie Butler – Estates Surveyor	Michael Rosser Nick Hookway Mark Williamson Olly Davey Alex Sadiq Joe Whibley Louise Venables Dianne Conduit Matt Hall Steve Gazzard Andrew Woodward		

				Councillor Tim Dumper Councillor Peter Faithfull Councillor Paula Fernley Councillor Charlotte Fitzgerald	<ul style="list-style-type: none"> Julia Woodbridge* – Streetscene Ops Manager Caitlin Davey – Streetscene Events 			
		TBC		Councillor Steve Gazzard Councillor Mike Goodman Councillor Del Haggerty Councillor Anne Hall Councillor Matt Hall Councillor Marcus Hartnell Councillor Sam Hawkins Councillor Paul Hayward Councillor John Heath Councillor Nick Hookway Councillor Mike Howe Councillor Stuart Hughes Councillor Ben Ingham Councillor Sarah Jackson Councillor Richard Jefferies Councillor Vicky Johns	Working Group 3 - Countryside, Climate Change, Place, Assets and Commercialisation: <ul style="list-style-type: none"> Catherine Causley – Climate Change Officer Robert Harrison* – Senior Estates Surveyor Geri Panteva – Senior Economic Development Officer Sarah Elghady – Cultural Producer (Arts) Charlie Plowden – AD Countryside & Leisure 			

				Councillor Geoff Jung Councillor Jamie Kemp Councillor Dan Ledger Councillor Yehudi Levine Councillor John Loudoun Councillor Duncan Mackinder Councillor Melanie Martin Councillor Tony McCollum Councillor Cherry Nicholas Councillor John O'Leary Councillor Todd Olive Councillor Helen Parr Councillor Sophie Richards Councillor Henry Riddell				
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				Councillor Marianne Rixson Councillor Eleanor Rylance Councillor Simon Smith Councillor Andrew Toye Councillor Susan Westerman Councillor Joe Whibley Councillor Daniel Wilson Councillor Eileen Wragg				
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