

EAST SUFFOLK COUNCIL



LOWESTOFT TOWN INVESTMENT PLAN

STAKEHOLDER ENGAGEMENT STRATEGY

CONTENTS



01 INTRODUCTION

02 PLACE MAKING

03 WORKING IN PARTNERSHIP

04 STRUCTURE OF ENGAGEMENT

05 STAKEHOLDER ENGAGEMENT OBJECTIVES

06 PRINCIPLES OF ENGAGEMENT

07 KEY STAKEHOLDERS

08 ENGAGEMENT APPROACH

09 INCLUSIVE ENGAGEMENT

10 COVID-19

11 MONITORING AND EVALUATION

01 INTRODUCTION

The Lowestoft Town Investment Plan (Lowestoft TIP) has been created by stakeholders within the town and is overseen by the Lowestoft Place Board.

The governance of the Lowestoft TIP is set out in the TIP document.

The Stakeholder Engagement Plan should be read in conjunction with the Communication Activity Plan and Stakeholder Mapping document, which are live documents that sit within the TIP Project Control file in the Economic Regeneration team at East Suffolk Council.

Following Prince II principles of project management all of the individual projects within the Town Investment Plan have their own Stakeholder Engagement and Communication Plans.





02 PLACEMAKING

The involvement of stakeholders in regeneration plans has been influenced by the “Placemaking” work that East Suffolk Council began at the end of 2018 through the 'Making Waves Together' project. The Placemaking work aims to fully understand the public perceptions of Lowestoft and the priorities of businesses, stakeholders, and the community who will shape and benefit from the Investment Plan.

The process began with an online survey of local residents followed by a series of workshops to gain feedback from the community about the town’s strengths and weaknesses. Whilst many people highlighted the opportunities and strengths of the place, the survey revealed a long list of challenges.

The challenges included behavioural weaknesses which included: lack of pride, a culture of disappointment, reputation, fear of change and a lack of a joined-up approach. Therefore following this, East Suffolk Council and its partners started development of a “Lowestoft Story”. It is from this that the investment plan began to take shape, by having a placemaking programme that includes detailed stakeholder engagement. This includes the establishment of a Place Board containing key stakeholders to create a town vision, development of a brand for the town and an Ambassadors Programme.

The Lowestoft Placemaking project sits alongside the Town Investment Plan and has a Placemaking Plan that sets out the internal and external communication activities that will take place to continue to promote the “Lowestoft Story” and get positive messages out about Lowestoft.



03 WORKING IN PARTNERSHIP

BUSINESS IN THE COMMUNITY (BITC)

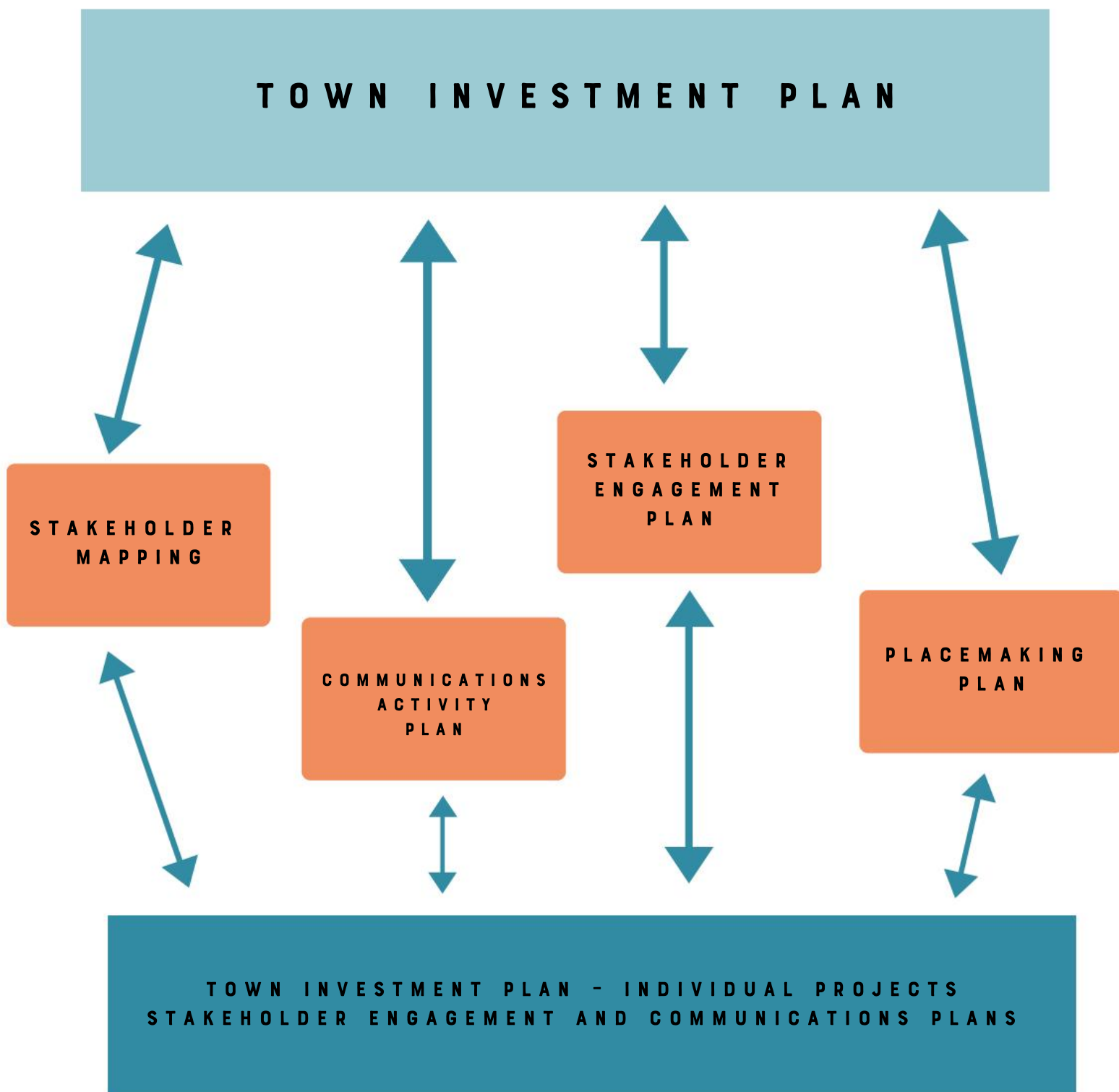
Business in the Community (BiTC) is a business led membership organisation dedicated to responsible business. Lowestoft was chosen by BiTC to be their next 'Place' as part of their national placemaking programme, previous places include Blackpool and Wisbech.

This has involved partnership working with BiTC members to create relationships that improve the future prospects of Lowestoft. BiTC East of England is Chaired by the Chief Executive of Anglian Water.

East Suffolk Council was approached to work with both Anglian Water and BiTC on Lowestoft. Anglian Water introduced BiTC member, Kier, to the placemaking programme who seconded one of a member of staff for 2 years to work as a Business Connector to work in the community in Lowestoft and to support partnership and stakeholder engagement with the private sector to aid development in the town.



04 STRUCTURE OF ENGAGEMENT





05 STAKEHOLDER ENGAGEMENT OBJECTIVES

The Stakeholder Engagement Objectives within the TIP can be split into the three phases:

PHASE I - CREATION OF TIP

- Stakeholders identify and agree on the challenges, opportunities and priorities for the town.

PHASE II - DEVELOPMENT OF THE TIP AND THE BUSINESS CASES

- Stakeholders understand the aims and objectives of the TIP
- Stakeholders understand and accept the detail in the Towns Fund priority projects

PHASE III - DELIVERY OF TIP

- Stakeholders are informed on the outcome of TIP development
- Stakeholders continue to be involved in the delivery of the TIP to ensure acceptance and inclusion in delivery and outputs.



06 PRINCIPLES OF ENGAGEMENT

Stakeholder engagement in the Lowestoft Town Investment plan should be:

OPEN AND TRANSPARENT

To be open and transparent so that stakeholders understanding the governance and processes of the TIP, so that it is clear how decisions have been made and how they can be involved in the process. This includes how their input will be used in the development of the plan and ensure feedback is given back to stakeholders about the results of actions taken.

CLEAR AND CONCISE

To ensure that communication is clear and easy to understand for all stakeholders.

INCLUSIVE

To ensure engagement approached and methods ensure that all stakeholders can participate and feel included.





07 KEY STAKEHOLDERS

**TOWN, DISTRICT AND COUNTY
COUNCILLORS**

LOCAL MP

**LOCAL ENTERPRISE PARTNERSHIP
CENTRAL GOVERNMENT -
MHCLG/TOWNS HUB**

**NATIONAL FUNDERS - ACE, HE,
NHLF, HOMES ENGLAND,**

**ESC SENIOR MANAGEMENT
LEADER TEAM/CORPORATE
MANAGEMENT TEAM**

ESC INTERNAL COLLEAGUES

**LOWESTOFT PLACE BOARD CHAIR
AND MEMBERS**

**LOWESTOFT LEAD
AMBASSADORS**

**LOWESTOFT AMBASSADOR
NETWORK**

**BUSINESS IN THE COMMUNITY
(BITC) - INCLUDING REGIONAL
ANGLIAN WATER**

**EDUCATION PROVIDERS -
SCHOOLS, COLLEGES AND
UNIVERSITIES**

CHAMBER OF COMMERCE

**LOWESTOFT CULTURAL
LEADERSHIP GROUP**

LOWESTOFT RISING

LOWESTOFT VISION

**LOWESTOFT STRATEGIC
COMMUNITY PARTNERSHIP**

LOCAL MEDIA



08 ENGAGEMENT APPROACH

8.1.GOVERNANCE

Engagement of the TIP is overseen by the Place Board. A placemaking steering sub group was set up to support engagement and consists of place board representatives (Lowestoft Rising, BiTC, First Light Festival), ESC Regeneration Team, ESC Economic Development Team, ESC Communications Team.

ESC Regeneration Team will manage the Stakeholder Engagement Plan to ensure the key objectives of the plan are being met and the principles of engagement are being upheld. The Stakeholder Engagement Plan sits alongside the Lowestoft Placemaking Plan, within the TIP Project Management Control file of the ESC Regeneration Team.

8.2.ENGAGEMENT METHODS

The Ambassador Programme, Lead Ambassadors and Ambassador Network provide the key channels for advocacy, to engage stakeholders and communicate about the TIP. The individual project working groups and stakeholder groups will engage and communicate specifically on those projects. The role of the TIP Stakeholder Engagement Plan is provide the holistic view, communicating about all of the projects within the TIP and how it is being developed and delivering as a whole plan.





8.2.ENGAGEMENT METHODS

- Place Board meetings
- Ambassador Events – both digitally and physically (post Covid)
- Project working group meetings
- Stakeholder workshops specific to individual projects
- The Lowestoft Website and social platforms
- The Lowestoft Podcast
- The “My Towns” Platform
- The East Suffolk Council website
- Surveys
- Local media
- Partners will be encourage to share and link content on their platforms e.g. Lowestoft Vision, Town Council, First Light Festival, Place Board members platforms
- Awareness raising events in the Town Centre/Project areas – opportunities at First Light Festival, Heritage Action Zone events, Heritage Open Days,
- Urban room/pop up displays in vacant Town Centre unit
- Specific project campaigns, linking to partner projects Gullwing Stakeholder Engagement, HAZ Stakeholder Engagement
- Targeted campaigns – visitors, inward investors, developers
- Outdoor advertising – Bill boards



09 INCLUSIVE ENGAGEMENT

It is acknowledged that Lowestoft will have barriers to overcome in respect of ensuring full engagement of the community for the engagement plan. Members of the community who are disconnected or disengaged create a challenge.

However, over a number of years Lowestoft has worked had on partnership working, having established Lowestoft Rising within the public sector to pool resources and maximise engagement opportunities. We will use this partnership to engage with the organisations who represent the hard to reach groups e.g. Access Community Trust, Kirkley People's Forum, Most Easterly Community Group, Waveney Youth Forum.





10 COVID-19

The COVID-19 pandemic creates disruption to stakeholder engagement. However, during lockdown digital engagement of stakeholders has been successful.

Place Board meetings and Ambassador Events have been held successfully virtually, with strong attendance numbers. Furthermore, increasing social media content has seen promotion of the TIP reach large numbers. The aim will be to continue with this work.

It is envisaged that post-COVID digital engagement will remain an important tool to sit alongside face to face opportunities.

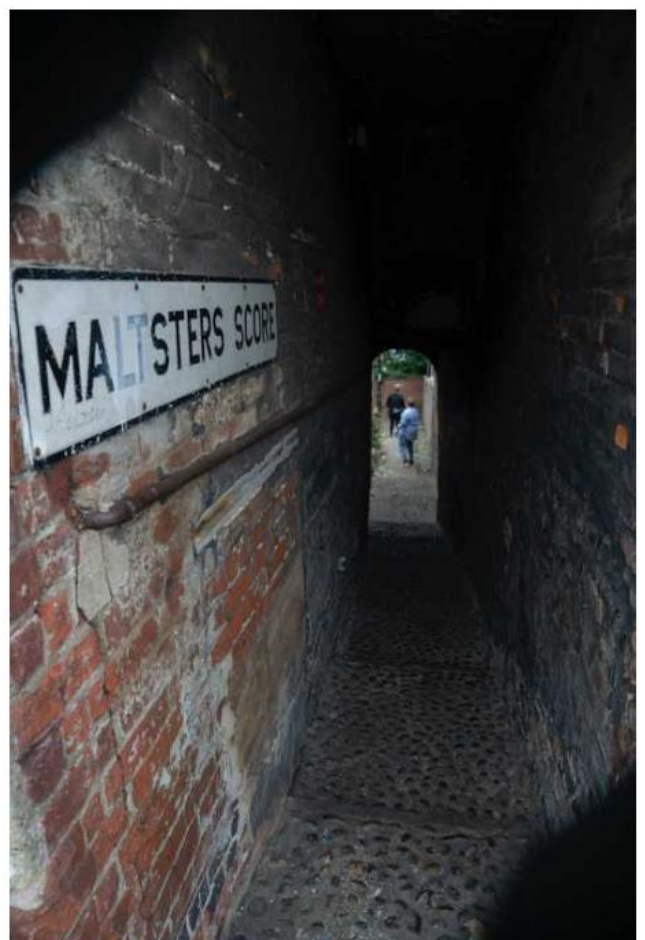




11 MONITORING AND EVALUATION

Monitoring and Evaluation of engagement is a key part of the overall monitoring and evaluation of the Town Investment Plan. This will be managed through the project management controls within the ESC Regeneration Team. Stakeholder engagement will be given key performance indicators as part of the individual projects and the overall plan.

The engagement will be monitored so that feedback can be collected to review the TIP during its development and delivery phases. Engagement will be monitored to see how it influences the TIP, ensuring that feedback is provided to stakeholders on how their engagement has shaped the plan.





THIS
STAKEHOLDER ENGAGEMENT STRATEGY
HAS BEEN PRODUCED BY

