



Worcester Town Investment Plan

Appendix B: Stakeholder Engagement Report
and Plan

December 2020

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Worcester Town Investment Plan

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1 Introduction

Stakeholder engagement has been central to the development of Worcester Town Investment Plan (TIP). This document details the steps taken to date – at the point of the TIP submission – by Worcester City Council (WCC) and sets out future plans to ensure good quality community engagement is maintained through to project implementation.

This document is split into two main sections:

- **Section 2** – provides an overview of engagement undertaken to date, details the composition of the Town Deal Board and its activities, outlines the approach and results of the various consultations held with residents and local businesses.
- **Section 3** – provides an overview of future engagement to be undertaken post-submission of the Worcester TIP.

2 Stakeholder engagement

An extensive stakeholder engagement process commenced with the establishment of the Town Deal Board in January 2020. The Board, in collaboration with WCC, has been instrumental in coordinating resources, engaging stakeholders and ensuring communities' voices are represented and are able to shape the TIP development.

The following sections detail engagement activities to establish a vision, strategic objectives and a long list of projects that fed into the project prioritisation process and ultimately determined the composition of the TIP.

2.1 Worcester Town Deal Board

The Worcester Town Deal Board first convened on the 14th of January 2020. It is the vehicle that has driven development of our TIP and helps enable active involvement from key local institutions, business and communities. The board has determined the direction of travel, strategy and ultimate vision for the TIP.

The Town Deal Board has provided crucial oversight that has shaped the development of the TIP, ensuring it is reflective of residents' and stakeholder wishes as well as local need. Throughout the TIP development process, the Town Deal Board has provided assurance that the vision, project development, and community engagement have all taken place in accordance with the requirements of Government and is within the scope of the organisational approvals established by the Board.

In its advisory capacity, the Town Deal Board and its constituent members (detailed below) have steered WCC (as the accountable body) to produce a TIP that strives for transformational change in the City.

Worcester Town Deal Board Membership: Worcester City Council, Worcestershire County Council, Worcester Cathedral, Sanctuary Housing, Worcester Community Action, St Peter's Parish Council, Warndon Parish Council, Worcester Muslim Welfare Association, Community Representatives, Member of Parliament for Worcester, Worcestershire Local Enterprise Partnership, University of Worcester, Heart of Worcestershire College, Worcester BID and Severn Arts.

The Worcester Town Deal Board has met eight times since its formation in January 2020 and will continue to meet regularly during the Heads of Terms and business case preparation stages. To maintain momentum during the pandemic, the Board has chosen to meet virtually, successfully sustaining meeting attendances of at least 14 members.

The table below introduces the individual members of the Worcester Town Deal Board and the organisations they represent.

Table 2.1: Members of the Worcester Town Deal Board

Town Deal Board Member	Organisation	Background of Town Deal Board Member
Craig Moule	Sanctuary	The Chair of the Board, Craig has been with Sanctuary for over 30 years, having joined the organisation in 1989 from Coopers & Lybrand. Craig was appointed Group Chief Executive on 1 January 2019. Prior to this he was the Group's Chief Financial Officer. While holding this position, Craig oversaw Sanctuary being the first housing association to implement a SAP enterprise solution and the formation of a Corporate Shared Service Centre. Craig is an ex-officio member of the Sanctuary Group Board.
Councillor Marc Bayliss	Worcester City Council	Marc is the Leader of Worcester City Council and has been a councillor since 2002. He is an experienced economic researcher and strategist with background in both public and private sectors having been managing director of Worcester Research Limited.
Councillor Adrian Gregson	Worcester City Council	Adrian is the Deputy Leader at Worcester City Council. He has twice served as Leader. He was first elected as a Councillor in 1992 and has led the Labour Group for over 10 years. He has also had 20 years' experience as a trade union Branch Secretary. Adrian works as County and Diocesan Archivist, with 30 years' experience in archive and records management, being a historian particularly interested in the First World War.
The Very Reverend Peter Atkinson	Worcester Cathedral	As the Dean of Worcester Peter is responsible for governing and directing the life and work of Worcester Cathedral, working with the rest of the Cathedral Chapter. Before becoming Dean, he was a Residentiary Canon and Chancellor of Chichester Cathedral. He has been a vicar in a number of different parishes and Principal of Chichester Theological College. He studied theology at St. John's College, Oxford and was ordained deacon in 1979 and priest in 1980.
Sally Ellison MBE	Worcester Community Action	Sally has over 20 years' experience of working in the voluntary sector finishing as Chief Officer of Worcester Volunteer Centre. She has experience of project management, funding bid writing, development of policies and procedures, governance, registering charities etc. Sally also has vast experience in managing volunteers, recruiting and retaining volunteers, support & training volunteers.
Councillor Simon Geraghty	Worcestershire County Council	Simon is Leader of Worcestershire County Council. He has a keen interest in seeing Worcestershire businesses grow and succeed and he represents the County Council on the Worcestershire Local Enterprise Partnership. Simon has been a County Councillor since 2005 and a City Councillor representing the St. Clement Ward from the year 2000.
Professor David Green CBE	University of Worcester	David is the Vice Chancellor and Chief Executive of the University of Worcester. He has been the University's executive head since 2003 and is accountable to the University's Board of Governors for the strategic leadership, overall performance and management of the University. He has led Worcester to successful applications for full University title in 2005, and for Research Degree Awarding Powers in 2010.

Town Deal Board Member	Organisation	Background of Town Deal Board Member
Mohammed Iqbal	Community Representative	Mohammed Iqbal is Secretary General of Worcester Muslim Welfare Association, a local charity based in Worcester which has been serving the local Muslim community since 1979.
Councillor Roger Knight	St Peter's Parish Council	Roger has lived in the city since 1991 and has served as both a Parish and a City Councillor, having been first elected in 2004. A retired retail executive, he is a former Mayor of Worcester.
Councillor Jan Scrine	Warndon Parish Council	Jan was elected to the Parish Council in 2019. A former Mayoress of Bromyard, she was awarded the British Empire Medal in 2016 for services to roadside heritage, being a founder member of the Milestone Society, where she has served as Honorary Treasurer and Chair. Jan is a well-qualified human resources professional, having held Board appointments in blue chip companies.
Mark Stansfeld	Worcestershire Local Enterprise Partnership	Mark started his career in the food industry at Cadbury Schweppes and Kraft Foods, but quickly moved into technology with positions at BT, T-Mobile and as Commercial Director for O2, where he was part of the board team who brought the brand to market leadership. Alongside his Executive Director roles, Mark held non-executive roles on a number of boards spanning technology, finance and health. Currently, as well as being Chair of the Worcestershire Local Enterprise Partnership, Worcestershire 5G Consortium and board member of UK5G, Mark is also a Board advisor to Three Mobile and Chair of Airband, a leading rural broadband provider.
Robin Walker	Member of Parliament for Worcester	Robin was appointed Minister of State at the Northern Ireland Office on 13 February 2020. He was first elected as the Conservative MP for Worcester in May 2010. He was previously Parliamentary Under Secretary of State at the Northern Ireland Office. He was Parliamentary Under Secretary of State at the Scotland Office and the Northern Ireland Office from July to December 2019. He was Parliamentary Under Secretary of State at the Department for Exiting the European Union from July 2016 to July 2019.
Nicki Williams	Heart of Worcestershire College and Worcester BID	Nicki is a member of the Heart of Worcestershire College Executive team, working as Vice-Principal. An experienced education sector senior manager, she has strategic responsibility for Finance, HR, MIS, IT, Estates, Marketing and Learner Services, and direct operational responsibility for H&S and E&D, and a proven record in change and project management.
Laura Worsford	Severn Arts	Laura joined Severn Arts as CEO in January 2019. Laura is responsible for leading the organisation and strategic direction for this new charity and is instrumental in managing organisational change, and complex partnership projects, including the development and implementation of several pioneering public and private sector arts partnerships. Laura is an advocate for creative education and champions the role of music and the arts in shaping and enlightening our hearts and minds.

Specifically, throughout the delivery of the Worcester TIP the views and opinions of the Worcester Town Deal Board have been taken into consideration during the completion of the following elements:

- Refining of the evidence base.
- Submission of projects for consideration.
- Stakeholder consultation.
- Engagement of wider community to submit project ideas via #MyTowns portal.
- Contributing, reviewing and signing off TIP core components such as the Vision, Strategic Objectives, project shortlist.

2.2 Learning from prior stakeholder engagement

During the development of the Worcester TIP, WCC has been able to benefit from recent stakeholder engagement conducted as part of other related town centre focused strategies. The most comprehensive prior engagement was undertaken as part of the City Centre Masterplan published in July 2019.

The City Centre Masterplan was developed alongside input from a variety of key stakeholders as well as Worcester's community. This was essential to ensure that it emerged as a partnership.

The key engagement exercises undertaken included:

- **Placecheck** - a structured form of primary site analysis, where a stakeholder group undertakes a site visit to identify what works well, what is less successful, as well as defining priorities for development. This focussed on key opportunity areas, together with drawing out the outcomes of the stage one masterplan and interrogating where adaptation and further work was required.
- **Stakeholder workshops** – a series of three workshops were programmed to take place at strategic points in the masterplan process to engage and inform stakeholders.

The broad range of engagement undertaken as part of the design development process has been invaluable in providing a picture of the modern city of Worcester.

The outcomes and conclusions stakeholder group involved in the Placecheck site visit were important to the development of the Worcester TIP, especially the identification of opportunity areas for investment and regeneration. This prior stakeholder engagement was used to inform initial drafts of the vision statement as well as the wider project prioritisation process.

From the stakeholder workshop sessions, it became evident that the city has important elements that are critical to its identity, and from which people draw value. The key conclusions from the stakeholder workshops sessions have been used to directly inform and influence drafting of the vision statement for Worcester TIP and the development of the final project shortlist through the prioritisation process.

The key conclusions from the stakeholder workshops sessions include:

- The city's unique heritage including buildings such as the Cathedral, Guildhall, and Porcelain museum as well as historic areas such as the riverside, canal network and central historic streets.
- Leisure venues and cultural offer, including the cricket ground and racecourse.
- Open spaces such as the riverside and Cripplegate Park.

- Ambitious place-based development, including the community hub of the Hive. These elements represented both the city's unique historically rooted identity, and potential for future enjoyment and quality of life.

However, simultaneously there were clearly defined areas of concern within the city, including:

- Downtrodden areas with severed connectivity. These included historically important gateways such as Shrub Hill, as well as the canal and riverside networks.
- A key issue with traffic movement, and congestion, which has an intrinsic impact on the appeal of more active modes of travel (walking and cycling), the efficiency of the road network itself, as well as the general quality of environment. This was most evident along the bridge, around the Cathedral, and at key hubs such as Foregate St.
- A general lack of ambition across the city, and a need to draw in more investment, businesses, tourists, as well as attract and retain skilled people through an increased 'wow factor' in relation to residential, business, and leisure infrastructure. This went hand in hand with a lack of vitality and activity in key areas, and a lack of facilities for a diverse demographic.

The results of this engagement process proved valuable to the Town Deal Board in directing early drafts of the vision statement as well as informing priorities for investment during the project prioritisation process.

2.3 Establishing a vision and strategic objectives

The Worcester Town Deal Board oversaw the drafting of the vision and strategic objectives for the Worcester TIP through a series of internal meetings with representatives from the accountable body WCC. Upon signing off the draft vision and strategic objectives, the Worcester Town Deal Board sanctioned the presentation of these elements to residents and businesses through two organised online sessions via Microsoft Team Live Events. These sessions were organised to give both residents and business the opportunity to ask questions and give feedback on the vision and strategic objectives of the Worcester TIP.

2.3.1 Residents session

Following widespread advertising of the opportunity for residents to give feedback on the vision and strategic objectives of the Worcester TIP across a range of platforms, 22 attendees attended the online engagement session for residents. The agenda of the online engagement session for residents included:

- Provision of context of Towns Fund and Town Board objectives.
- Introduction of the purpose, vision, themes and priorities of the Worcester TIP.
- Presentation of an outline regarding project proposal and selection
- Explanation of next steps in the development of the Worcester TIP.
- Q&A

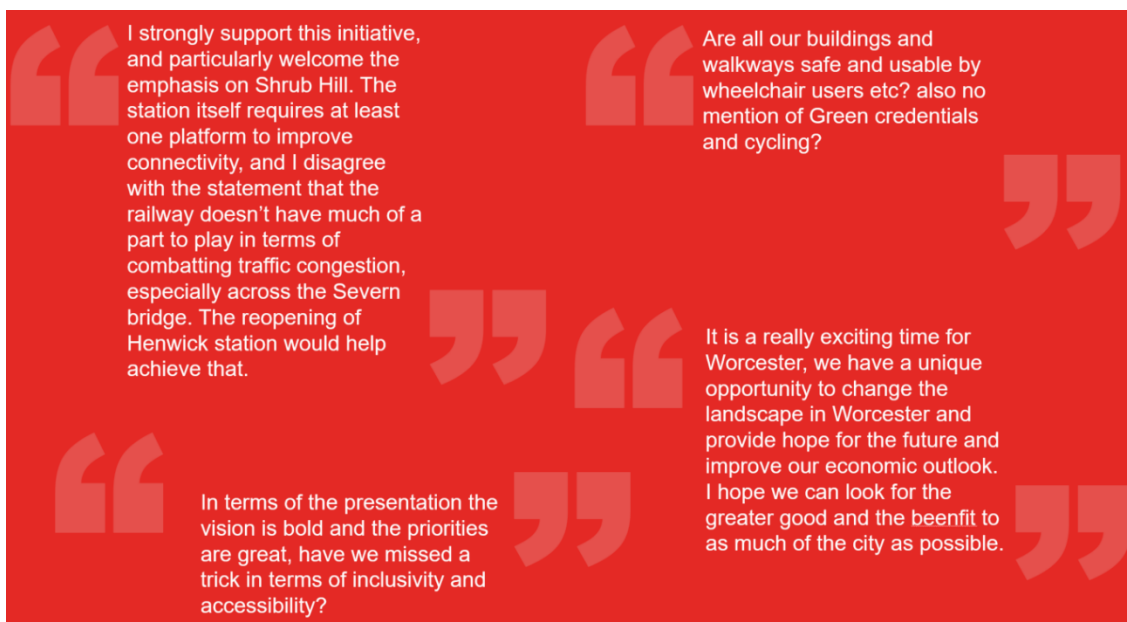
At the online engagement session for residents the following themes and topics dominated the feedback and discussion relating to the proposed vision and strategic objectives of the Worcester TIP:

- Inclusivity and accessibility.
- Engagement with large employers about the TIP / Growth sectors for employment.
- Welcomed emphasis on Shrub Hill.
- Celebrating heritage / famous people from Worcester.

- Better connectivity of Shrub Hill to city centre (bus), plus additional platform.
- Support for Worcester arts e.g. Arts Workshop, Scala Theatre.
- Move towards more independent shops.
- Better connectivity of Shrub Hill to city centre (bus), plus additional platform.
- Homelessness.
- Protecting the countryside.
- Air quality.
- Cycling.
- Support for Worcester arts e.g. Arts Workshop, Scala Theatre.

Numerous comments were made by those residents in attendance with examples shown in Figure 2.1.

Figure 2.1: Examples of written responses during online resident session



2.3.2 Business session

Representatives of major businesses and employers across Worcester were invited to attend the online engagement session for businesses and 7 attendees attended the session. The agenda of the online engagement session for residents included:

- Provision of context of Towns Fund and Town Deal Board objectives.
- Introduction of the purpose, vision, themes and priorities of the Worcester TIP.
- Presentation of an outline regarding project proposal and selection
- Explanation of next steps in the development of the Worcester TIP.
- Q&A

At the online engagement session for businesses the following themes and topics dominated the feedback and discussion relating to the proposed vision and strategic objectives of the Worcester TIP:

- The benefits and issues with the number of projects included in the Worcester TIP (few large vs. many small).
- Acknowledgement that £25 million of investment is limited.
- Capital focus - Value of capital development at a time when commercial rentals are reducing, and COVID-19 is accelerating inequalities in communities, enhanced by digital inequalities and lack of connections between vital community and family support services.
- Family wellbeing – A successful society and economy depends on healthy and happy children who are well attached and have best opportunity to thrive and achieve, how is family wellbeing (improving attachment and connectivity) being considered in the projects.

2.4 Project longlist collation

Active engagement with key stakeholders and the wider public was a central tenant in the project long-listing process. Project ideas were gathered through various means (described below) for consideration as part of the Worcester TIP.

The longlist of projects that were considered and sifted against Town Deal Board agreed criteria (see Project Prioritisation Report – Appendix C) for inclusion in the Worcester TIP were collated from a range of sources including:

- Submissions from the public via the #MyTowns portal.
- Submissions from members of the Worcester Town Deal Board.
- Submissions from other sources such as the Worcester Riverside Sports Association.

Following the collation process a total of 177 projects were included in the Worcester TIP longlist. Approximately 73% of projects in the longlist for consideration for inclusion as part of the Worcester TIP originated from the #MyTowns portal which allowed members of the public to submit ideas and suggestions.

Table 2.2: Sources of the Worcester TIP project longlist

Source	Number of projects submitted
#MyTowns	129
Submission from Worcester Town Board	46
Other	2
Total	177

These 177 potential projects were then divided into the six Towns Fund intervention themes outlined in the Towns Fund guidance. Approximately 75% of the total number of projects included in the Worcester TIP longlist were accounted for in either the Local Transport (34%) or the Urban Regeneration, planning and land use (42%) Towns Fund intervention themes.

Table 2.3: Worcester TIP project longlist by Towns Fund intervention theme

Towns Fund intervention theme	Number of projects
Local Transport	60
Digital Connectivity	4
Urban Regeneration, planning and land use	74
Arts, culture and heritage	20
Skills infrastructure	9
Enterprise infrastructure	10

2.5 Engagement as part of the project prioritisation process

As part of the project prioritisation process (details can be found in the Worcester TIP Project Prioritisation Plan) further engagement of residents and businesses was sought on the intermediate list of projects under consideration for inclusion in the Worcester TIP.

2.5.1 Resident session

Following widespread advertising of the opportunity for residents to give feedback on the intermediate list of projects across a range of platforms, 23 attendees attended the online engagement session for residents. The agenda of the second online engagement session for residents included:

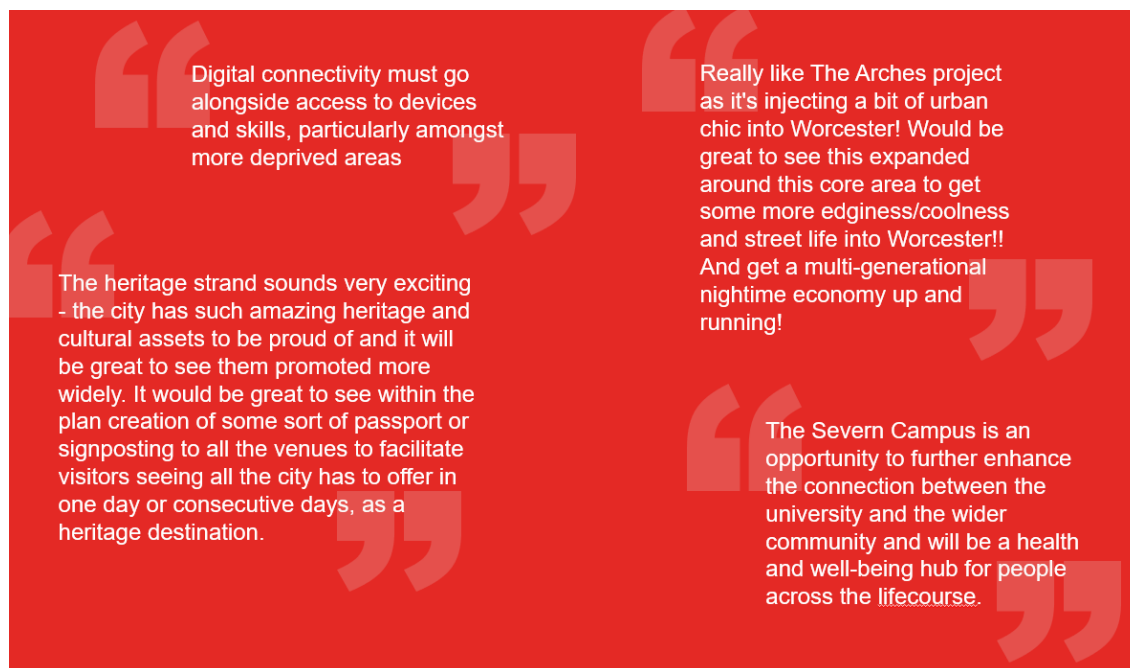
- Recap on previous engagement, context, vision and progress to date.
- Presentation of the detailed intermediate list of projects.
- Q&A session to answer participant's project specific questions.
- Explanation of next steps and further comment and project ideas.
- Q&A

At the second online engagement session for residents the following themes and topics dominated the feedback and discussion relating to the intermediate list of projects under consideration for inclusion in the Worcester TIP:

- Interest in active enabling active travel modes through cycling provision, pedestrian footpaths particularly in connection to the riverside.
- More emphasis needed on homelessness.
- Potential to incorporate EV charging points across several projects.
- Improved signposting of attractions and transports hubs well received.
- Appreciation of the training initiative as well as linkages between the university project to communities, jobs and post-COVID-19 recovery.
- Digital connectivity needs to be targeted at the most deprived.
- Better connections between the university and the wider community.
- Shrub Hill area connections into city centre.

Numerous comments were made by those residents in attendance with examples shown in Figure 2.2.

Figure 2.2: Examples of written responses during online resident session



2.5.2 Business session

Representatives of major businesses and employers across Worcester were invited to attend the online engagement session for businesses and 26 attendees attended the session. The agenda of the second online engagement session for businesses included:

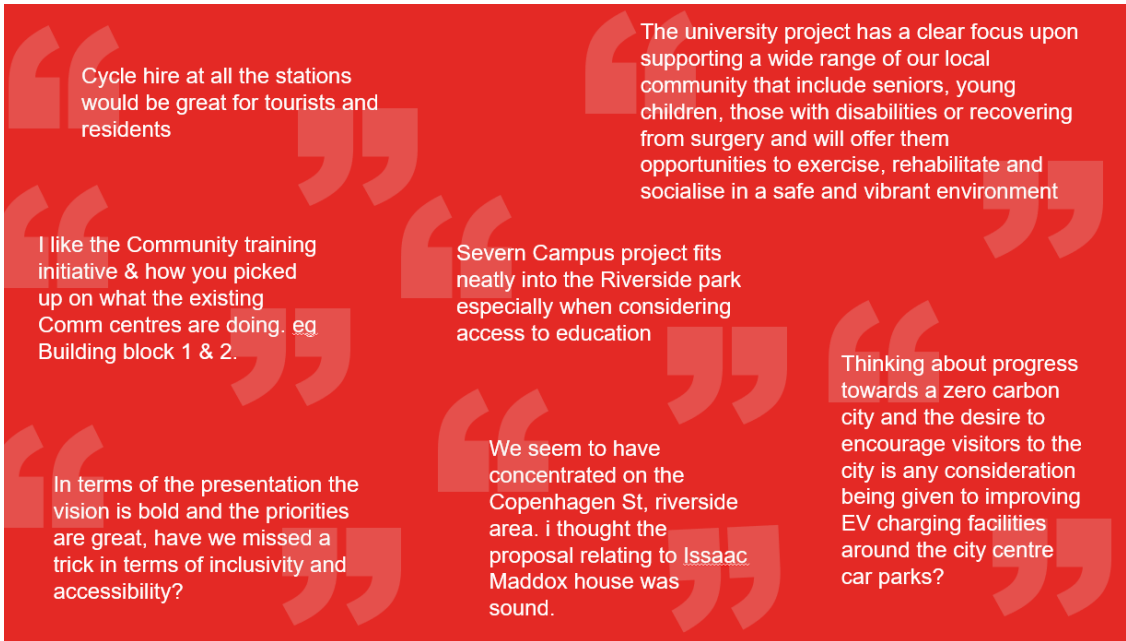
- Recap on previous engagement, context, vision and progress to date.
- Presentation of the detailed intermediate list of projects.
- Q&A session to answer participant's project specific questions.
- Explanation of next steps and further comment and project ideas.
- Q&A

At the second online engagement session for businesses the following themes and topics dominated the feedback and discussion relating to the intermediate list of projects under consideration for inclusion in the Worcester TIP:

- Community training initiative and links to current provision.
- Transport links in rural areas to support community access to the town.
- Inclusive growth and access for those in deprived communities.
- Cycle hire, EV charging, canal and river taxis to enhance tourists offer.
- Possible links to Fort Royal Park with the Commandery.
- Shrub Hill area connections into city centre.
- Provision for rough sleepers and some of the most vulnerable in the community.
- Another bridge to reduce the traffic congestion in the city centre.
- A need to prioritise small independent business such as coffee shops, independent small retail.
- Concerns about building on a floodplain.

Numerous comments were made by those representatives of major businesses and employers in Worcester in attendance with examples shown in Figure 2.3.

Figure 2.3: Examples of written responses during online business session



3 Future engagement plans

Should WCC be awarded funding for the six priority projects outlined in the TIP, further engagement with key stakeholders and the wider public will continue on an individual project basis.

Worcester City Council, in collaboration with the Town Deal Board, will engage closely with delivery partners to develop projects post-TIP submission to ensure Heads of Terms can be agreed with MHCLG. Additionally, the Town Deal Board will be engaged to promote participation with all community stakeholders such as residents, business owners, community groups and town centre managers. In addition to this, third party stakeholders will be proactively engaged such as the planning, environment and highways authorities. Public engagement will be carefully planned as appropriate to each project.

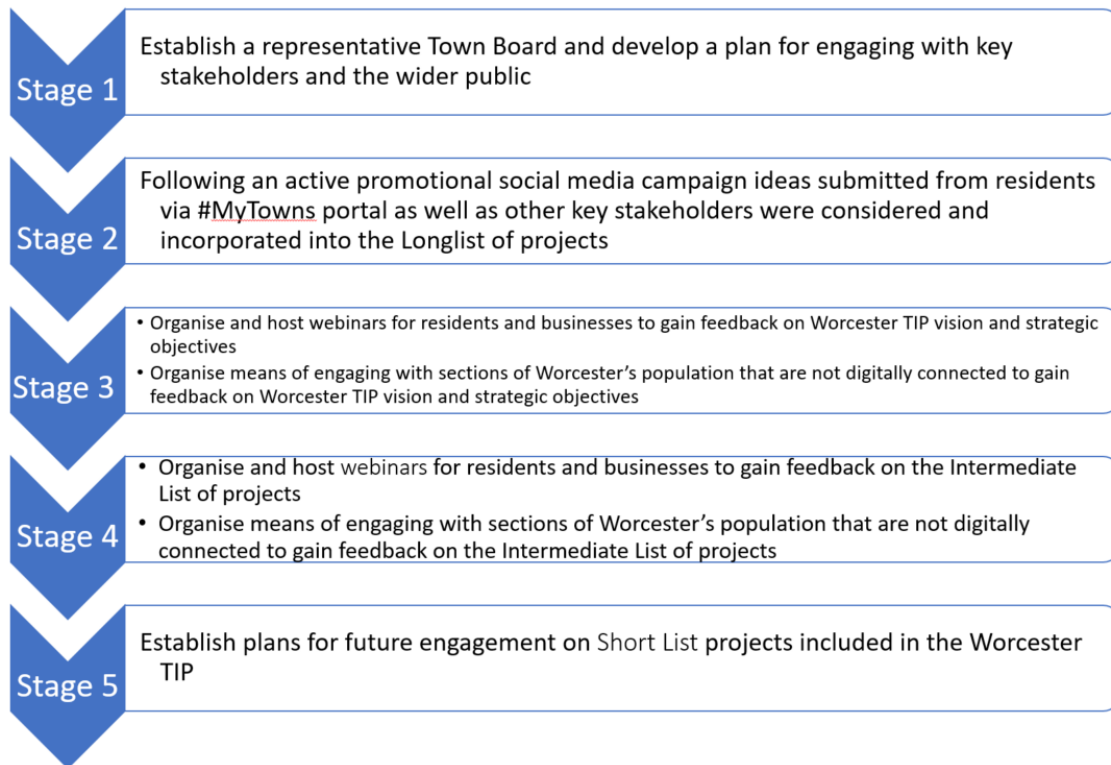
Table 3.1 outlines a high-level project specific engagement timeline to meet the requirements of engaging with key stakeholders and the public in the future alongside the ongoing development and delivery of the six priority projects in the Worcester TIP.

Table 3.1: Project specific engagement timeline

	Heads of Terms (March - 2 months)	Detailed projects and Business Case	Implementation/Post-implementation
Project specific engagement	<ul style="list-style-type: none"> ● Engagement between WCC and project leads / stakeholders to: <ul style="list-style-type: none"> – Finalise project elements, delivery timeframe outputs, outcomes and designs – Agree a cost allocation profiled over time that includes match funding, contingency and risk. ● Towns Fund Board to agree and sign off Heads of Terms before submission to MHCLG 	<ul style="list-style-type: none"> ● Identification of stakeholders directly or indirectly affected by the project. ● Publicising each project and inviting comment <ul style="list-style-type: none"> – WCC and TB will use voluntary and community sector to disseminate to the hard to reach community ● Holding consultation events that could feed into project development ● Quarterly TB meetings 	<ul style="list-style-type: none"> ● Identify key implementation/post-implementation criteria for the purpose of monitoring progress and performance ● Present post-implementation progress to key stakeholders and the public

Figure 3.1 outlines and provides further detail on the key stages that will be undertaken and completed relating to future stakeholder engagement on a project-by-project basis.

Figure 3.1: Future engagement plan on project-by-project basis



The following sub-sections provide more detail on the identified key stages of future stakeholder engagement.

3.1 Establish engagement aims and objectives

Given the varied stages of development of each of the priority projects included in the Worcester TIP the engagement aims and objectives of future engagement activities will be required on a project-by-project basis.

A wide variety of engagement techniques will be used to build relationships with stakeholders, gather information from stakeholders, and disseminate project information to stakeholders. When selecting an appropriate method for engagement the purpose for engaging with stakeholder groups should be considered.

In this context, future engagement activities will incorporate a range of objectives, which aim to:

- Understand the concerns of stakeholders in relation to the priority projects.
- Generate an understanding of the requirements for the projects and the benefits that this would bring to stakeholder groups.
- Counter any misleading or incorrect assumption potentially made about the project.
- Explain what measures are available and how and why these have been chosen.
- Understand the equality impacts for different groups of society from the proposed measures.

- Reach out to parts of society disproportionately affected and those who may not typically engage in the debate i.e. the elderly, young people, people with physical and mental health issues.
- Positively engage with people to demonstrate the value of their input and make clear what decisions can and cannot be influenced within the context of this project.
- Generate support or acceptance for the improvement measures.
- Improve the scheme by identifying mitigation measures or refining proposed implementation measures where possible to avoid risks to the project.
- Manage stakeholder expectations.

As the project moves through the various stages highlighted above, the emphasis of the engagement activities will shift.

3.2 Stakeholder identification

Stakeholders for the purpose of future engagement for each of these priority projects will be defined as a person or group who are directly or indirectly affected by the project, as well as those who may have interests in the project and/or the ability to influence its outcome either positively or negatively. Stakeholders can also be both internal and external to the WCC.

Stakeholder mapping will be undertaken per project to identify stakeholders and they will be recorded on a Stakeholder Register. This Stakeholder Register will be a live document that will highlight their role and the methods and tools that could (and will) be used to engage with stakeholders.

3.3 Stakeholder analysis

Stakeholder analysis determines the likely relationship between stakeholders and the project and helps to identify the appropriate communication methods for each stakeholder group during the life of the project. At an early stage in the delivery of each priority project, an analysis of stakeholders will be undertaken to help frame proposals for engagement.

When deciding the frequency and the appropriate engagement technique used to consult a particular stakeholder group, three criteria will be considered:

- The extent of the impact of the project on the stakeholder group.
- The extent of the influence of the stakeholder group on the project.
- The engagement and information dissemination methods.

All engagement activities undertaken will proceed on the basis of what is appropriate for each of the different stakeholder groups. For example, community groups may prefer public meetings with a formal presentation, whilst young people may prefer to find out information through social media i.e. Twitter, Facebook etc. However, given the ongoing uncertainty presented by COVID-19 it may be more appropriate to conduct future engagement via online mediums to align with local, regional or national social-distancing guidelines.

3.4 Engagement tools and methodologies

In engaging with a variety of stakeholders as part of the future development and delivery of the priority projects in the Worcester TIP a range of engagement tools and methodologies will be required. The range of engagement tools and methodologies used will be tailored for each project.

Table 3.2 outlines a list of potential engagement activities has been created that could be used to engage a variety of stakeholders required for each project.

Table 3.2: Engagement techniques

Engagement technique	Most appropriate application of technique
Information Boards	Establish Information Boards for each project to inform the public of the interventions and any disruptions that this may cause i.e. footpath diversions.
Email	Distribute project information i.e. project updates to internal WCC staff, organisations, agencies, companies and stakeholders.
Print media / radio announcements	Disseminate project information to large audiences and raise the profile of each project.
Phonecalls	Solicit views and opinions and enable stakeholders to speak freely and confidently about controversial and sensitive issues, whilst building personal relationships.
Meetings	Present project information to a group of stakeholders; allow the group of stakeholders to provide their views and opinions; distribute technical documents; facilitate meetings using PowerPoint presentations; record discussions, comments/questions raised and responses.
Virtual Working Groups	To enable meetings to occur remotely, whilst engaging with a wide range of people.
Workshops	Present project information to a group of stakeholders; allow the group of stakeholders to provide their views and opinions; use participatory exercises to facilitate group discussions, brainstorm issues, analyse information and develop recommendations and strategies; recording of responses.
Focus group meetings	Allow a smaller group of between 8 and 15 people to provide their views and opinions of targeted baseline information; build relationships with neighbouring communities; use a focus group interview guideline to facilitate discussions; record responses.
Reports	Mainly used internally to engage with colleagues for example on the Project Board; to report to the Environment Committee and CLT and to brief senior managers/leaders/project sponsor.
Project specific webpages	To develop the existing WCC website to inform stakeholders of activities and engagement opportunities, as well as to download information i.e. a map of the site.
Social media	Facebook, Twitter and Instagram will seek to reach out to stakeholders via instant messaging and provide up-to-date information regarding events, engagement opportunities, sharing of knowledge and experiences.

3.5 Consideration of engagement results

The outputs of all future stakeholder engagement undertaken on a project-by-project basis as part of the Worcester TIP will be used to support and influence the development and delivery of each of the projects. It is proposed that in the aftermath of funding being awarded, the Town Deal Board will organise a series of online webinars to engage both residents and key businesses on the amount of funding awarded per project and immediate steps in the development of business cases. These engagement webinars would also allow stakeholders another opportunity to offer their opinions on option development as the projects progress through the business case stages.

As the projects progress in their development it will also be necessary to maintain a continued plan of engagement to update residents and key businesses on progression. This will be done by establishing a series of monitoring indicators that will be evaluated on an agreed upon schedule.

