

City of London Transport Strategy Review Engagement Plan

1. Introduction

The City of London Transport Strategy provides a 25-year framework for the design and manage the City's streets to ensure the Square Mile remains a great place to live, work, study and visit. The Strategy was adopted in May 2019

The Transport Strategy is scheduled to be reviewed every three years to ensure it continues to reflect the priorities of City residents, workers and businesses, changing circumstances and developments in transport technology. The current review period has been extended to 2023 to:

- Align with the review of the City Plan
- Allow time for travel and work patterns to settle post Covid-19
- Allow engagement and consultation to be carried out in more settled conditions

This Stakeholder Engagement Plan sets out the proposed approach for engaging and consulting with stakeholders, including the public, on the review of the Transport Strategy.

The engagement plan is a live document that will be revised as work on the Transport Strategy progresses.

Alignment of Transport Strategy and City Plan Engagement

This Engagement Plan has been developed to ensure that stakeholder engagement and consultation for the Transport Strategy review is aligned with the timescales, methods, and audiences of the City Plan 2040 review. Whilst the anticipated date of adoption of the City Plan is later than that of the Transport Strategy, many of the audiences are the same, and the City Plan review includes pre-engagement during the same period (late 2022 / spring 2023) as the Transport Strategy review.

The City Plan review includes its own engagement plan, which sets out the key steps for engaging on the City Plan, as well as the Statement of Community Involvement and a complementary Developer Engagement Guidance document. Opportunities to work together on engagement will be taken wherever possible, to minimise meetings and mitigate consultation fatigue.

Transport Strategy Review Engagement Objectives

The objectives of this Transport Strategy Review Engagement Plan are to:

1. Identify internal and external stakeholders and understand their needs and priorities.
2. Build on existing relationships and establish and maintain new relationships. Noting that the relationships will vary significantly according to level of engagement and interest.
3. Proactively engage to ensure that the review of the Strategy is informed by a wide range of stakeholders, including the public, and reflects the needs of City workers, residents, businesses, students and visitors.
4. Build support for the Transport Strategy by clearly setting out the challenges for transport in the City and involving stakeholders in the development of solutions to these challenges.
5. Keep all stakeholders engaged and informed on the Transport Strategy review at a level that meets their expectations. A clear hierarchy of

communication between stakeholder groups will ensure that groups closer to the project are engaged and kept informed ahead of the wider groups.

6. Ensure there are no surprises for any stakeholder at any stage through clear and regular communication of messages in an appropriate format.

The Plan outlines how the engagement objectives will be achieved, including a programme of engagement throughout the life of the project. The types of engagement activity will vary according to the stakeholder groups being engaged, and the stage of the project.

2. Stakeholder Groups

Stakeholders with similar levels of interest and influence will be grouped together to ensure a consistent level of engagement. Stakeholder groups closer to the project will be kept informed of project developments sooner, and to a greater level of detail than the wider groups (Stakeholder groups and their predicted level of engagement

Table 1).

Table 1: Stakeholder groups and their predicted level of engagement

Stakeholder Group	Stakeholder Group Role	Group Members (non-exhaustive list)
Decision Makers	Political members making decisions on the Transport Strategy Review	<ul style="list-style-type: none"> • Planning and Transportation Committee • Streets and Walkways Committee
Project Advice & Scrutiny	Stakeholders central to the delivery of the project. Responsible for project direction.	<ul style="list-style-type: none"> • Transport Strategy Board • Steering Group • Working Group • City Plan Team • City Operations Senior Management
Primary Stakeholders	Stakeholders that have a significant influence on overall direction.	<ul style="list-style-type: none"> • Transport for London • Greater London Authority • Environment Department stakeholders • Innovation and Growth • Department of Community and Children's Services (DCCS) • City of London Police
Actively Interested Stakeholders	A wider group of stakeholders not directly involved with the project's direction, but influential in specific areas.	<ul style="list-style-type: none"> • Neighbouring boroughs • Modal & special interest groups e.g. London Cycling Campaign, Living Streets • Trade representative groups, e.g. Licensed Taxi Drivers Association • Business representative groups and networks, e.g. Heart of the City, Active City Network • Other Members



		<ul style="list-style-type: none"> • NHS • City Property Association (CPA) • Emergency Service Partners • BIDs • Residents Groups • City of London Access Group
Wider Public Engagement	All other stakeholders. Includes the general public and businesses that are not otherwise engaged.	<ul style="list-style-type: none"> • City workers • City residents • Visitors / tourists

3. Engagement activities

Inclusion and proportionality of engagement

In planning and delivering our engagement on the Transport Strategy review, we will strive to involve the full cross-section of the communities that live and travel within the Square Mile. This document sets the benchmark for public engagement and forms the heart of our approach to this work. We will seek to develop the deepest understanding of our communities' requirements, including minority groups and those sometimes at risk of not having their voices heard in engagement programmes.

We will also strive to ensure materials used to engage with the public are fully accessible for all. Venues will be accessible and will be chosen to minimise travel requirements. Meetings will be held at times convenient to the participants.

There will be a mixture of virtual and in-person meetings. Hybrid meetings will be run in ways that ensure that participants attending in-person and on-line are given equal opportunity to contribute.

However, it is also imperative that we achieve proportionality in our engagement, ensuring that the views and opinions of the greatest number of users of the City's streets i.e. city workers, make up the majority of responses in our engagement programme.

Engagement methods

Ongoing engagement will take place with all stakeholders, with the public engaged at key points in the process.

The engagement approach will include regular meetings with internal project steering and working groups, sounding boards (e.g. Transport Strategy Board and City Corporation Strategy Forum) and the Streets and Walkways Sub Committee (and Local Plan Sub Committee for City Plan engagement) to report and discuss project progress.

The Streets and Walkways Sub-Committee will be the main forum for Member engagement and will review progress, steer the project and advise officers on the review of the Strategy.

Key engagement activities will include:

1. Updates for Members of the Planning and Transportation Committee, and Streets and Walkways Committee, and drop in sessions for all Members.
2. Focus groups to bring together specific groups of stakeholders, some of whom may be underrepresented in the wider survey. This approach will allow the Review to take a more focussed look at particular transport issues and aspects of the emerging strategy.

These focus groups will involve representatives from equality and diversity networks within the business community, including disabled people and other people with protected characteristics as defined in the 2010 Equalities Act. Representatives from business in the City including senior business representatives and Chairs / Directors of relevant business groups including BIDs, and finally young people.

Separately, focus groups will be held to bring together residents and City employees, to understand their views on transport in the Square Mile.

3. Use of an innovative online consultation tool will be used to engage and consult the wider public. This will include a public sentiment and behaviour survey to understand perceptions on transport and the public realm within the City, and compare this against previous engagement activities, to inform ongoing studies and Review
4. Presentations and workshops with stakeholder groups through roundtable events, as well as 1:1s to communicate messages and gather feedback.
5. Social media will be used to reach the representative audience when promoting the public sentiment and behaviour survey.
6. Engagement events, complemented by drop-in sessions, jointly with the City Plan team, to allow residents and workers to discuss transport issues directly with officers.

A more detailed outline of the planned engagement is presented in Table 2 below, with the expected engagement activity at each phase of the review.

The two phases of the Transport Strategy Review are as follows, with stages 1a and 2a being the 2 engagement and consultation phases respectively, each followed by redrafting and Committee engagement:

- Phase 1a (Engagement) – Preliminary engagement with stakeholders and public (November - April 2023)
- Phase 1b – Transport Strategy drafting following pre-engagement and informed by Committee Review and approval (March 2022 – May 2023)
- Phase 2a (Consultation) – Stakeholder consultation on proposed changes to Transport Strategy (June – August 2023)
- Phase 2b – Final amendments, Committee and Strategy adoption (September – October 2023)

Monitoring and evaluation of engagement

As part of the Transport Strategy engagement activity, we will monitor and report on:

1. Reach – what did the stakeholders see, for example media and social media coverage, events attended, direct contact etc.
2. Engagement / Consultation – how did the stakeholders get involved, for example: Partnerships, endorsements, visits to websites, sharing content etc.
3. Actions – commitments made in response to points raised through the surveys and focus groups

Table 2: Detailed engagement activity for the Review

Activity	Type and date of events	Target groups
<p><u>Committee updates:</u></p> <p>Updating members central to the delivery of the project.</p> <p>Approvals for consultation activity and changes to Transport Strategy</p>	<p>Streets & Walkways Committee - November 2022</p> <p>Streets & Walkways Committee –March 2023</p> <p>Planning & Transportation Committee – March 2023 (City Plan approval for consultation)</p> <p>Planning & Transportation Committee – May 2023</p> <p>Planning & Transportation Committee – October 2023</p> <p>Policy and Resources Committee – November 2023</p> <p>Court of Common Council – December 2023</p>	<p>Decision makers</p>
<p><u>Focus groups and roundtable workshops:</u></p> <p>Bringing stakeholders together to explore particular themes for discussion.</p> <p>Workshops will provide an opportunity to gather feedback and allow stakeholders to hear from each other.</p>	<p>x4 Focus Groups (Stage 1) to be held 14th, 15th x 2 and 16th November 2022</p> <p>x4 Focus Groups (Stage 2) to be held in est. June 2023 (dates TBC)</p> <p>The four focus groups will be structured as follows:</p> <ol style="list-style-type: none"> 1. Professional and Workplace Young and Early Career Network Representatives 2. Professional and Workplace Diversity Network Representatives 3. Professional and Workplace Disability Network Representatives 4. Senior and Executive Business Leaders 	<p>Primary Stakeholders</p> <p>Actively Interested Stakeholders</p>

	<p>These focus groups will be followed by a series of resident and employee oriented focus groups in February / March 2023.</p> <p>Workshops and roundtable events will be held with key stakeholder groups representing transport, planning, business, and public services in November 2022 to incorporate their views in the earliest stages of the process.</p>	
<p><u>Survey:</u></p> <p>Representative surveys to understand perceptions of travel, transport and public realm and the approach being taken to review the Transport Strategy. We will ensure that our engagement and consultation activities are reaching those who may be underrepresented and ensure we have an inclusive approach.</p>	<p>Survey will launch in November 2022</p>	<p>Actively Interested Stakeholders</p> <p>Wider Public Engagement</p>
<p><u>Briefings and one to ones:</u></p> <p>Updating stakeholders central to the delivery of the project and project direction.</p> <p>Attending scheduled events such as resident and special interest group meetings.</p> <p>Meetings and workshop with other departments or teams on relevant overlap of strategies needing connection or partnership working.</p>	<p>As required during both phases of engagement / consultation.</p> <p>One to one meetings will be held with stakeholders with particular relevance to revised proposals during Phase 1a engagement to discuss draft changes to the Transport Strategy</p> <p>Examples of one to ones include:</p> <ul style="list-style-type: none"> • Resident engagement with Middlesex Street and Barbican Residents Associations in October 2022 	<p>Project Advice & Scrutiny</p> <p>Actively Interested</p> <p>Wider Public Engagement</p>

	<ul style="list-style-type: none"> • Motorcycle Action Group discussion in November 2022 	
<p><u>Drop-in sessions:</u></p> <p>Viewing documents or speaking to officers in Guildhall will be made possible during the consultation phase. These drop-in sessions will be held jointly with City Plan team and will be for residents and members.</p>	<p>Approx. 3-4 during phase 2a Consultation (est. June 2023).</p>	<p>Primary Stakeholders Actively Interested Stakeholders</p> <p>Wider Public Engagement</p>
<p><u>Online engagement:</u></p> <p>Use of website and newsletters to reach as wide an audience as possible during Phase 2a for consultation.</p>	<p>June - September 2023</p>	<p>Primary Stakeholders</p> <p>Actively Interested</p> <p>Wider Public Engagement</p>
<p><u>Social Media and Press:</u></p> <p>Presence on all relevant City social media platforms. Promoted content will target City workers and residents. Stakeholder organisations will also be encouraged to promote engagement activities to widen reach</p>	<p>Throughout both phases 1a and 2a, to advertise and raise awareness of the opportunity to engage and feed in views</p>	<p>Actively Interested Stakeholders</p> <p>Public</p>

Appendix A: Engagement phases and main tasks

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Start up	To identify stakeholders with an interest in the transport strategy and ensure appropriate levels of engagement	Stakeholder identification and categorisation	Project Advice and Scrutiny Group (see table 1 above)	September / October 2022	✓	✓
	Ensure appropriate membership of all groups within Project Advice and Scrutiny.	Appoint members to Steering Group and Working Group and hold kick-off meetings.	Project Advice and Scrutiny	November 2022	✓	✓
	Agree stakeholder engagement plan with Committee	Local Plan Sub Committee Planning & Transportation Committee Streets & Walkways Committee	Decision Makers	September 2022 November 2022 November 2022	 ✓	✓ ✓

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 1a (Engagement) – Preliminary engagement with stakeholders	Procure relevant consultants to support the Review	Draft and appoint consultants for focus group, surveys, resident focus groups	Project Advice and Scrutiny	September / October 2022	✓	✓
	Ensure compliance with relevant guidelines and policies for Data Protection and Equalities Act	Undertake a Data Protection Impact Assessment Review all Privacy Notices	Project Advice and Scrutiny	October to May 2023	✓	✓
		Update members with a member briefing ahead of circulating survey. Finalise and launch online engagement tool – Sentiment Survey	Primary Stakeholders Project Advice and Scrutiny	November 2022 November 2022	✓ ✓	 ✓

Phase 1a (Engagement)– Preliminary engagement with stakeholders	Establish and undertake engagement with all levels of stakeholder	Undertake thematic focus group workshops (1 st round)	Actively Interested Stakeholders	November 2022	✓	
		Prepare website and social media material		January - February 2023	✓	
		Launch webpages and social media	Project Advice and Scrutiny	March 2023	✓	✓
		Roundtable stakeholder workshops	Primary Stakeholders	November – 2022	✓	✓
		One to one briefings	Actively Interested Stakeholders	November – April 2023		
		Undertake resident / employee focus group workshops	Actively Interested Stakeholders	February / March 2023	✓	✓

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 1b – Transport Strategy drafting following engagement and Committee Review	Engagement monitoring and review of results	Review all engagement Monitoring and Results Report writing	Project Advice and Scrutiny	March 2023	✓	
	Committee reporting	Reporting Phase 1a engagement results to Streets & Walkways Committee	Decision makers	March 2023	✓	
		Reporting Phase 1a engagement results and headline strategy amendments to Planning & Transportation Committee		May 2023	✓	
Redrafting of the Transport Strategy	Redrafting of the Transport Strategy on the basis of Planning & Transportation and Streets and Walkway Committees and Phase 1a engagement	N/A	April - June 2023	✓		

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 2a (Consultation) – Stakeholder consultation on proposed changes to Transport Strategy	Consultation with stakeholders on Draft Strategy, building on earlier engagement work.	Undertake thematic focus group workshops (2 nd round)	Actively Interested Stakeholders Public Engagement	June 2023	✓	
		Website updated with draft Strategy details for consultation	Actively Interested Stakeholders Public Engagement	June 2023	✓	
		Undertake drop in sessions for residents and members	Actively Interested Stakeholders	June 2023	✓	✓

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 2b – Final amendments, Committee and Strategy adoption	Committee Reporting and Transport Strategy publication and adoption	Reporting Phase 2a consultation results and draft final Strategy to Planning & Transportation Committee	Decision Makers	October 2023	✓	
		Policy and Resources Committee	Decision Makers	November 2023	✓	
		Court of Common Council	Decision Makers	December 2023	✓	
		Revised Strategy published online	N/A	December 2023	✓	