



City of London Transport Strategy Review Engagement Plan

Department of Environment
November 2022 – September 2023

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Executive Summary

In the period since the November Streets & Walkways Committee, we have undertaken a comprehensive programme of engagement with stakeholders to inform the Transport Strategy Review.

These included but are not limited to engagement with transport and logistics professionals and groups, neighbouring local authorities, early career representatives, Equality, Diversity and Inclusion representatives, City businesses representatives, senior and executive business leaders, health, property, hospitality and retail representatives, and schools such as the City of London School and the City of London School for Girls, through various focus groups, workshops and one to one meetings.

The following key themes emerged from a number of workshops and events (some held jointly with the City Plan team):

- Support for accessibility improvements and inclusive design, for a more inclusive City. Recommendations included:
 - engaging with diverse communities to understand their views
 - ensuring all the Transport Strategy proposals supports equality, diversity and inclusion
 - ensuring street closures or access restrictions are flexible and consider the needs of disabled people, people with fluctuating health conditions, and people who are reliant on motorised transport
- Support for more natural, open spaces and public realm, in addition to, increasing climate resilience on our streets
- Support to making the Square Mile a more desirable destination for workers, students, and visitors
- Support for more, and improved walking infrastructure including wider pavements, priority of crossings for people walking and better wayfinding
- Support for maintaining access for essential traffic to the Square Mile for circulation, freight deliveries, mobility, and safety

Between 28 November and 19 December 2022, a public survey of 693 workers, 200 residents, 39 students, and 49 visitors was undertaken. It contained wide ranging questions about participant's current travel patterns and perceptions of transport in the Square Mile through a combination of telephone interviews, an online panel, and face-to-face interviews. The 981 respondents ranked the following Outcomes as most important:

- Create streets that are accessible to all
- Make City streets a great place to walk
- Make streets safer by reducing traffic collisions and road danger

Stakeholder engagement and feedback has been incorporated into the draft changes to Proposals, that will be presented to Planning & Transportation Committee in October 2023.

Public consultation on the changes should begin in November and will be supported by relevant City Corporation procedures in line with the Public Sector Equality Duty (PSED), Equality Act 2010 and Data Protection Act 2018.

Introduction

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

The Transport Strategy is regularly reviewed 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 was originally scheduled for 2022 but has been extended to 2024 to:

- Align with the review of the City Plan 2040
- Allow time for travel and work patterns to settle post Covid-19
- Allow for further engagement and consultation

It is proposed that future reviews take place every five years.

The Transport Strategy Review Engagement Plan

This sets out the proposed approach for engaging and consulting with stakeholders, including the public, on the review of the Transport Strategy. It is a live document that will capture engagement to date and will be revised as work on the Transport Strategy Review progresses.

Alignment of Transport Strategy and City Plan Engagement Plans

The 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 similar period 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 minimise consultation fatigue.

Transport Strategy Review Engagement Objectives

The objectives of this 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 Transport Strategy is informed by a wide range of stakeholders 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 of London 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.
7. Ensure that the engagement approach is as inclusive as possible.

The Engagement Plan outlines how the engagement objectives will be achieved, including a programme of engagement throughout the life of the project.

It takes into consideration recommendations from the Transport Strategy Equality Impacts Assessment Version 2.1 to use inclusive language and a wide range of engagement methods, and reasonable adjustments to engage with our communities. This is essential for ensuring our stakeholders feel they can engage with us and that people who may currently be underrepresented in the City of London, could be heard.

The Project team recognises participation itself is a barrier and to mitigate this has taken a number of actions including:

- offering remuneration for some workshops
- using accessible venues and hosting hybrid workshops
- offering one to one meetings for people with protected characteristics, such as the neurodivergent, who may be uncomfortable in workshop settings
- allocating resources to the solicitation and recruitment process to help achieve representation across all protected characteristics.

The types of engagement activity will vary according to the stakeholder groups being engaged, and the stage of the project.

Please note: This is the third version of the Engagement Plan following previous iterations in November 2022 and May 2023.

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



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 ensure that our engagement and consultation activities are reaching those who may be underrepresented and ensure we have an inclusive approach.

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 most 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 transport issues and aspects of the emerging strategy.
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 Transport Strategy Review.

4. Presentations and workshops with stakeholder groups through roundtable events, as well as one to ones 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, and wider consultation.
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 two engagement and consultation phases respectively, each followed by redrafting and Committee engagement:

- Phase 1a (Engagement) – Preliminary engagement with stakeholders and public (November 2022– July 2023)
- Phase 1b – Transport Strategy drafting following pre-engagement and informed by Committee Review and approval (April 2023 – September 2023)
- Phase 2a (Consultation) – Stakeholder consultation on proposed changes to Transport Strategy (October – December 2023)
- Phase 2b – Final amendments, Committee and Strategy adoption (Early 2024)

Please refer to Table 2 for a more detailed outline of the engagement activity at each phase of the Review.

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 – 8 November 2022</p> <p>Streets & Walkways Committee – 23 May 2023</p> <p>Streets & Walkways Committee – 30 January 2024</p> <p>Planning & Transportation Committee – 7 March 2023 (City Plan approval for consultation)</p> <p>Planning & Transportation Committee – 3 October 2023</p> <p>Policy and Resources Committee –14 March 2024</p> <p>Court of Common Council –25 April 2024</p>	<p>Decision makers</p>
<p><u>Focus groups and roundtable workshops:</u></p> <p>Bringing stakeholders together to explore themes for discussion.</p> <p>Workshops will provide an opportunity to gather feedback and allow stakeholders to hear from each other.</p>	<p>Phase 1a</p> <p>Transport Strategy only workshops in November – August 2023</p> <p>To date 12 specific focus group and round table workshops have invited over 200 business and industry leaders, Equality, Diversity and Inclusion Network Leads, City of London Business Improvement Districts (BIDs), Active City Network (ACN) Board members, City of London Access Group (CoLAG) members and the Secondary schools (City of London school and City of London School for Girls) to take part in preliminary engagement.</p> <p>City Plan / Transport Strategy workshops invited residents, businesses, students and industry and university professionals to take part in:</p> <p>Topic-based Workshops in June – August 2023</p> <ul style="list-style-type: none"> • Building a Healthy and Inclusive City • Building in Culture (Destination City) 	<p>Primary Stakeholders</p> <p>Actively Interested Stakeholders</p>

	<ul style="list-style-type: none"> • Retrofitting and Building a Sustainable Future <p>Area-based Workshops in June – September 2023</p> <ul style="list-style-type: none"> • Fleet Street & Ludgate • Smithfield & Barbican • Thames Riverside, Pool of London, and Blackfriars • City Cluster and Liverpool Street • Aldgate, Tower and Portsoken 	
<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.</p>	<p>SYSTRA public sentiment, behaviour and perceptions survey undertaken 28 November - 19 December 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 relevance to revised proposals during Phase 1a engagement to discuss draft changes to the Transport Strategy.</p> <p>To date we have held over six one to one meetings.</p> <p>Examples of one to ones include:</p> <ul style="list-style-type: none"> • Motorcycle Action Group in November 2022 • London Cycling Campaign in January 2023 • Transport for All in April 2023 • Port London Authority in April 2023 • London Councils in April 2023 • Further meetings will be organised in Phase 2a as appropriate 	<p>Project Advice & Scrutiny Actively Interested</p> <p>Wider Public Engagement</p>

<p><u>Drop-in sessions:</u></p> <p>Viewing documents or speaking to officers in Guildhall will be made possible during the consultation phase.</p> <p>These drop-in sessions will be held jointly with City Plan team and will be for residents and members.</p>	<p>Phase 2a</p> <p>Approx. 3-4 during phase 2a Consultation (est. September 2023).</p> <p>Set up dates for drop-in at the Guildhall & Libraries</p>	<p>Primary Stakeholders</p> <p>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>As required during both phases of engagement / consultation from June – November 2023 City Plan / Transport Strategy Workshops were advertised on the City Corporation Newsletter</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.</p> <p>Promoted content will target City workers and residents.</p> <p>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 as required.</p> <p>ECF workshops were advertised on Social Media Platforms, such as LinkedIn and Facebook.</p> <p>City Plan / Transport Strategy workshops were advertised on LinkedIn, Twitter, Facebook, and Eventbrite. Further publicity and press releases through City Resident in May, City AM, City Matters, City Corporation e-shot and Fleet Street Newsletter in May</p>	<p>Actively Interested Stakeholders</p> <p>Public</p>

Progress to date

In the period since the November Streets & Walkways Committee, we have undertaken a comprehensive programme of engagement with stakeholders. The following section summarises the engagement activity that has taken place over the last five months.

Focus groups with Engage Communicate and Facilitate (ECF)

A two-stage focus group programme with Engage Communicate and Facilitate has sought to gather in depth feedback from stakeholder groups. The first stage included three focus groups, which were held during November 2022, themed by the different groups of representatives that were invited:

1. Young and early career network representatives¹
2. Professional and workplace diversity and disability network representatives
3. Representatives from City businesses

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, and finally young people.

Topic discussions included existing challenges to travelling around the Square Mile, safety, attractiveness, accessibility and inclusivity, and opportunities to improve travelling in the City.

Key discussion outcomes included:

- Participants would like to see more open spaces for people to enjoy during breaks at work.
- The need for more step free access was noted, including on narrow streets and in many Underground stations.
- Attendees highlighted that poorly lit streets reduce the visibility of traffic and oncoming vehicles.
- The timing of traffic lights is insufficient for all to safely cross.
- Some participants stated that prolonged periods of construction around the Square Mile made the surroundings look unattractive and blocked pavements.

Key discussion outcomes from the session identifying opportunities to improve travelling around the City included:

- Create streets that are accessible to all - making it clearer where dropped kerbs are, ensuring pavements are not blocked by parked vehicles, improved ramp, and hand-rail access and to ensure pavements are non-slip.
- Better, more accessible communication with communities – information to be more accessible and more readily available to users, including traffic updates, diversions, and locations of accessible infrastructure.

¹ This session changed focus to engage mostly school students.

- More cycle infrastructure to ensure people of all abilities feel safe to cycle.
- Better public realm - additional planters or other street furniture
- Better freight management - designated loading bays in the vicinity of businesses that have regular on-site deliveries.

The second phase of engagement took place from March to May 2023 and consisted of the following activities, each with targeted outreach, methodologies, and prompts:

- Targeted focus groups with Senior and Executive Business Leaders and Early Careers Professionals.
- One-to-one interviews with Disability & Equality representatives, hospitality representatives and retail representatives.
- Dedicated school workshops with the City of London School and the City of London School for Girls.

Specifically, activities addressed the engagement gap with Accessibility and Inclusivity Group representatives from the first round of engagement and engagement with people aged 18 - 35.

The following key themes emerged:

- Support for increasing accessibility, inclusive design, and more inclusive communication. Recommendations included:
 - using simplified language and definitions in the Transport Strategy to help the public better understand it and make the document more accessible and engaging,
 - engaging with diverse communities to understand their views on policing and surveillance, to ensure the Strategy is inclusive,
 - raising awareness of transport users with disabilities, whether visible or invisible and how to support other transport users,
 - ensuring Dockless bikes and e-scooters do not continue to render pavements and streets inaccessible,
 - ensuring taxi vehicles continue to be allowed access to the Square Mile for circulation, mobility, and safety reasons.
 - requests for greater wayfinding and signage within the Square Mile.
- Support for enhanced safety through brighter streetlights and better night-time visibility in certain areas, specifically around the Barbican. Concerns were raised that the City Corporation's performance in achieving the safety and Vision Zero Outcome was not satisfactory.
- Support to make the Square Mile more desirable and a destination for workers, students, and visitors, including maintaining a 'city buzz' and more spaces for unstructured and free socialising.
- Concern that the Square Mile is an attractive location for business, however, a reduced service on key public transport routes, especially buses and trains, risks threatening this. Furthermore, a lack of bus prioritisation on Square Mile streets means it is a slow mode of travel and subsequently deters users.
- Support for increased use of the Thames for travel and freight, with a caveat that this should be a regulated and affordable way to travel.

- Requests for an integrated, central information hub that highlights key information on network changes and accessible/inclusive methods of travel. Suggestion to partner with Ewan's Guide to aid this effort.

City Streets Survey

Between 28 November and 19 December 2022, a public survey of workers, residents, students, and visitors was undertaken to understand perceptions on transport and the public realm.

It contained wide ranging questions about participant's current travel patterns and perceptions of transport in the Square Mile through a combination of telephone interviews, an online panel, and face-to-face interviews.

It had 981 respondents was made up of:

- 693 workers.
- 49 visitors.
- 200 residents (representative by age and gender); and
- 39 students.

The outcomes ranked as most important overall were:

- Create streets that are accessible to all,
- Make City streets a great place to walk; and
- Make streets safer by reducing traffic collisions and road danger.

Overall, perceptions of transport and the walking environment within the City of London were positive. Most respondents found travelling to/from and around the City easy, with older respondents tending to find this more difficult than younger respondents.

Nearly half of respondents stated that they do not experience any barriers or challenges when travelling to, from or around the City. The most common barriers or challenges identified by respondents were:

- Congestion on the road network,
- Impacts of strikes,
- Delays/cancellations to public transport; and
- Crowding on public transport and streets.

Despite this, respondents were positive about the walking environment in the City, with around three quarters agreeing that:

- The walking environment in the City is pleasant,
- City streets are well-lit at night; and
- It is easy to cross the street in the City.

There were concerns expressed about air quality in the City, with around two in five respondents perceiving the air in the City to be unclean - the most disagreed with of all the positive statements listed in the survey.

70 per cent of respondents felt that the outcomes were important or very important. The only exception was around the outcome to enable more people to cycle, which was the outcome that fewest respondents stated was important or very important.

Industry professional stakeholder workshop

On 19 January 2023, 30 people from 28 different organisations ranging from industry professionals, campaigners, transport representative groups and public sector bodies came together to discuss the review of the Transport Strategy.

Discussion focused on the most significant changes since the publication of the 2019 Strategy and key asks for the update to the Strategy. There was broad agreement from the attendees that the headlines and strategic direction of the Transport Strategy are still relevant and fit for purpose over the period of the Strategy.

Key themes of discussion included the:

- Importance of sustainable last mile freight deliveries,
- Importance of a robust and effective freight and servicing strategy
- Need for appropriate management of the kerbside to support the outcomes of the Transport Strategy
- Benefits of collaboration between central London highway authorities,
- Priority to improve accessibility of the City's streets.
- Continued commitment to deliver Vision Zero and improve air quality in the Square Mile

One to one meetings

Several one-to-one meetings with stakeholders have also been held, including with Transport for London, the Port of London Authority, Transport for All, London Cycling Campaign, Living Streets, Bridge House Estates, Heart of the City, London Councils, and the Motorcycle Action Group. Each of these stakeholders has provide detailed input specific to their area of expertise which has contributed to the ongoing development of the Transport Strategy.

Additional one-to-one meetings will be held as required and requested.

City Property Association event

On 28 February, the Transport Strategy Review was presented to a breakfast briefing event of the City Property Association. The event was attended by over 100 attendees from developers, planning consultants and industry professionals. Survey of City residents and workers

Between October and December 2022, a polling organisation conducted a survey of City residents and workers, asking a wide range of questions relating to life in the Square Mile. A number of these related to transport and the findings are summarised below.

- In the results of the poll, 'good transport links was the highest rated attribute of the City, with 81% of residents and 77% of residents who also work in the City strongly agreeing that the City has good transport connections.

- Around nine out of 10 would strongly or somewhat agree that the City is safe, clean, visually attractive, has good transport connections, enjoyable to walk around.
- The number one comment with regards to good things about living in the City was 'transport links,' with 32% of residents stating this.
- As with residents, good transport connections are the highest rated attribute among workers, with seven in ten stating they strongly agree.

City of London Access Group engagement workshop

A workshop was held on 27 June to offer CoLAG members the opportunity to feed into the Strategy Review. Participants made suggestions on how the City Corporation could improve accessibility and inclusion. These included:

- Ensuring we use inclusive design and engage with our communities early to ensure meaningful change can happen.
- Integrating inclusivity into other strategic transport outcomes, rather than regarding it as a separate outcome, which is an approach bound to fail in terms of delivering accessibility and inclusion.
- Improving disability awareness and understanding that the requirements of different groups of disabled people vary and can at times be contradictory. It was felt that often when people think about access, and particularly physical access from a mobility perspective, people often think you can either walk or use a wheelchair. CoLAG members felt it was important for Officers to recognise that some people can only walk 10 to 15 steps without experiencing severe breathlessness or discomfort. So having transport to the doorway of your destination is often essential and it is important that this is not overlooked when delivering the objectives of the Transport Strategy.
- Street closures or access restrictions need to be flexible and consider the needs of disabled people, people with fluctuating health conditions, and people who are reliant on motorised transport (who may be disabled or neurodivergent).
- It was noted that only one third of London's tube stations are accessible with step free access. Underground stations in the City are not all accessible and the City Corporation needs to work more closely with Transport for London to ensure this is improved.

Concerns were raised that policy aspirations and regulations aimed at reducing air pollution to improve health and to improve the environment were frequently counter intuitive, because they do not take into consideration the unintended health and safety consequences on disabled people. These discussions focused on improving engagement and monitoring, coordinating internal processes, reviewing policies in line with the Equality Act 2010 and making the City's streets more accessible.

City Plan/ Transport Strategy Workshops

A report on the City Plan 2040 and Transport Strategy stakeholder engagement is currently under development. However, below are some key themes relevant to the Transport Strategy that emerged from preliminary engagement.

Topic-based Workshops in June – August 2023

Building a Healthy and Inclusive City

- There was support for more, and better walking infrastructure including: wider pavements, priority of crossings for people walking, better wayfinding, improved accessibility and continuous pavements that prioritise pedestrians and children.
- There was support for more natural, open spaces and public realm to relax and rest with support for additional amenities including toilets, benches and drinking water and childcare facilities. Urban Greening and increasing climate resilience on our streets and in our public spaces was discussed. Furthermore, it was felt more should be done to promote the existing open spaces and parks, routes and events happening in the City and improve connectivity between them.
- Discussions around exploring the closure of streets to make public spaces and buildings more inclusive and welcoming. In addition to making better use of lived experience to understand how different people use the City and to use this to cater for the end users more effectively.

Building in Culture and Destination City

- Need for a cultural Strategy to identify areas for more cultural investment, support business (so there are no empty spaces/offices) and to communicate and celebrate all the great attractions the City already has to offer.
- To make better use of the riverfront as it currently feels prohibitive, and does not feel public or generous. The need to improve lighting here and in City alleyways was also highlighted to make people feel safe.
- There was support for more trees pocket parks, natural, open spaces and public realm to make the City more attractive and enhance wellbeing.
- Discussions around exploring the closure of streets and to make public spaces and buildings more inclusive and welcoming. Comments were around: removing cars completely from Cheapside, that the City's relationship between cars and people is much better than it used to be, that Bank Junction could be like Time Square, and that we could pedestrianise as much as possible, for a pedestrian environment that feels less car dominant.
- Strong support for the Elizabeth line and further support to improve nighttime transport and have transport at gateway destinations.

Retrofitting and Building a Sustainable Future

- Further information on the outcomes will be available towards the end of the year.

Area-based Workshops in June – September 2023

Fleet Street and Ludgate Key Area of Change Workshop

- There was support for more, and better active travel infrastructure to accommodate people cycling, walking and wheeling, and people using

pushchairs/buggies. Suggestions included increasing pavement widths, improving crossings, ensuring lifts work, ensuring dropped kerbs are present, providing more, and better cycle parking infrastructure and encouraging businesses to switch from motor vehicle deliveries to cleaner modes/cargo bikes.

- There was support for improved public realm to make City arrival points attractive and welcoming. Suggestions included introducing more diverse forms of planting and landscaping, provide more seating areas and dwelling spaces to enable people to rest and spend more time in the City instead of passing through.
- It was felt that more could be done to help people feel safe, including improving lighting, upgrading alleyways, activating the ground floor of buildings and hosting events and installations.
- to encourage active travel and encouraging businesses to switch from motor vehicle deliveries to cargo bikes parking.

Smithfield and Barbican Key Area of Change Workshop

- Further support for better pedestrian infrastructure and improved accessibility (including crossings, lifts and dropped kerbs). Including a comment to remove dual carriageways to leave more space to be used by people walking, cycling, and planting trees. Another suggestion involved creating a north-south pedestrian route from Golden Lane estate through the Barbican Estate to London Wall.
- There was support for improved greening and public realm, better wayfinding, and further consideration for temporary road closures to improve air quality.
- There were also suggestions to retain and promote the rich and diverse history of the area, and encourage more engagement in the areas through cultural events and attractive spaces (Gardens). With a suggestion to create a cohesive Culture Strategy to draw in visitors.

City Cluster and Liverpool Street Key Area of Change Workshop

- Support for improved accessibility and wider pavements to better suit today's needs. It was felt that there are still poor connections for wheelchair and pushchair/buggy users at and around Moorgate station. In addition, it was felt more could be done to improve the safety of people walking.
- It was felt that driving was challenging, and a suggestion was made to provide more taxi ranks and hubs to take pressure off Liverpool St.
- There was support to provide better cycle infrastructure in the form of segregated cycle lanes and improved signage.
- There was support for improved greening, landscaping, and public realm. Furthermore, suggestions were made to promote the diverse history and heritage of the area through events art exhibition and the use of multifunctional spaces. With Broadgate, used as an example of a space that was lively, inviting, and incorporated greening into the design. Again, there was a suggestion to create a Culture Strategy for the City to build in more cultural uses and offerings/activities for families and visitors (rather than just for City workers).

Thames Riverside, Pool of London, and Blackfriars

- Further information on the outcomes will be available towards the end of the year.

Aldgate, Tower & Portsoken

- Participants felt that making Minories a two-way route helped reduce speeding by vehicles, and that recent improvements including better connectivity, signage, wider pavements, and legibility have improved the experience of travelling around Aldgate.
- It was felt that more needed to be done to tackle road and pavement safety, and air quality. It was noted that the junction between the A1210 and Aldgate High Street is not safe for cycles or people walking, in addition it was felt that cyclists often used the pavements because the roads were not safe enough to cycle on. It was also noted that Mansell Street was heavily polluted with heavy traffic (next to approximately two hundred residential flats). Suggestions to improve safety included: Closing some streets to vehicles, improving timing of traffic signals on Mansell Street, reviewing the junction design, and dealing with poor cyclist behaviour.
- Support for improving green spaces, accessibility, and walking infrastructure, and creating opportunities for people to stop and play. It was noted that dropped kerbs are an issue on Fenchurch Street and the Mansell Street/Aldgate station area is not accessible.
- Further engagement is planned and information on the outcomes will be available towards the end of the year.

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.

Next Steps

Stakeholder engagement and feedback has been incorporated in the final draft changes to the Proposals that will be presented to the Streets & Walkways Sub-Committee and Planning & Transportation Committee in October 2023.

Consultation Approach (Phase 2a)

Effective engagement during the consultation stage will ensure that our vision, outcomes, and proposals are clearly understood. We will strive to ensure:

- Community engagement activities are coordinated with the City Plan, where required, to avoid duplication and consultation fatigue; especially when engaging with City residents.

- Periods for consultation are appropriate and enable all stakeholders sufficient time to provide a considered response. In addition, we shall accommodate stakeholders who may need more time to review and process changes to proposals.
- Clear communications and engagement plan to support activity is key, with an assessment of the best channels and methods to reach target audiences.
- An equality impact assessment will be undertaken to support consultation process, taking account audiences with protected characteristics and those who may be digitally excluded.
- Consider the most appropriate type of engagement for each circumstance to ensure that the consultation captures the full range of stakeholders affected - considering people's needs and working together to overcome any barriers to enable full participation.
- Ensure that participation abides by the Data Protection and Freedom of information Act, and the City of London Privacy Policy and ensure that participation it is voluntary, and that participants can withdraw at any time.
- Publish consultation responses, including number of responses, and how they have been used.

We will work with Commonplace to develop the public consultation, following approvals from our Committees.

The public consultation will be supported by relevant City Corporation procedures in line with the Public Sector Equality Duty (PSED), Equality Act 2010 and Data Protection Act 2018.

Appendix

Appendix 1: Engagement phases and main tasks

Appendix 2: List of stakeholders engaged in the Transport Strategy Review (and development of the Vision Zero Plan) to September 2023

Appendix 1: Engagement phases and main tasks

Startup phase

Purpose	Activity/Deliverables	Stakeholder Group	Dates	Transport Strategy	City Plan
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	Decision Makers	September 2022	✓	✓
	Planning & Transportation Committee		November 2022	✓	✓
	Streets & Walkways Committee		November 2022	✓	

Phase 1a (Engagement) – Preliminary engagement with stakeholders

Purpose	Activity/Deliverables	Stakeholder Group	Dates	Transport Strategy	City Plan
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	September 2022 to October 2023	✓	✓
Stakeholder engagement development	Finalise and launch online engagement tool – Sentiment Survey	Project Advice and Scrutiny	November 2022	✓	✓
	Undertake thematic focus group workshops (first round)	Actively Interested Stakeholders	November 2022	✓	
	Prepare website and social media material as required		June – September 2023	✓	✓

Stakeholder engagement development	Launch webpages and social media as required	Project Advice and Scrutiny	June/July 2023	✓	✓
Establish and undertake engagement with all levels of stakeholder	Roundtable stakeholder workshops	Primary Stakeholders	November– August 2023	✓	
	One to one briefings	Actively Interested Stakeholders	November – August 2023		
Establish and undertake engagement with all levels of stakeholder	Undertake resident / employee focus group workshops with City Plan.	Actively Interested Stakeholders	June – September 2023	✓	✓

Phase 1b – Transport Strategy drafting following engagement and Committee Review

Purpose	Activity/Deliverables	Stakeholder Group	Dates	Transport Strategy	City Plan
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 Reporting Phase 1a engagement results and headline strategy amendments to Planning & Transportation Committee	Decision makers	May 2023 October 2023	✓	
Redrafting of the Transport Strategy	Redrafting of the Transport Strategy based on Planning & Transportation and Streets and Walkway Committees and Phase 1a engagement		May 2023 October 2023	✓	

Phase 2a (Consultation) – Stakeholder consultation on proposed changes to Transport Strategy

Purpose	Activity/Deliverables	Stakeholder Group	Dates	Transport Strategy	City Plan
Consultation with stakeholders on Draft Strategy, building on earlier engagement work.	Undertake focus group workshops and 1-1 with already engaged Stakeholders as necessary	Actively Interested Stakeholders Public Engagement	November/ December 2023		
Consultation development	Update Transport Strategy Website with draft Strategy details for consultation	Actively Interested Stakeholders Public Engagement	October 2023		
Consultation with stakeholders on Draft Strategy, building on earlier engagement work.	Undertake drop-in sessions for residents and members at local libraries	Actively Interested Stakeholders	November/ December 2023		
Consultation with stakeholders on Draft Strategy, building on earlier engagement work.	Roundtable workshop session	Primary Stakeholders	November/ December 2023		

Phase 2b – Final amendments, Committee and Strategy adoption

Purpose	Activity/Deliverables	Stakeholder Group	Dates	Transport Strategy	City Plan
Committee Reporting	Reporting Phase 2a consultation results and draft final Strategy to Planning & Transportation Committee	Decision Makers	March 2024		
Committee Reporting	Policy and Resources Committee	Decision Makers	March 2024		
Committee Reporting	Court of Common Council	Decision Makers	April 2024		
Development and publication	Revised Strategy published online	N/A	April 2024		

Appendix 2: List of stakeholders engaged in the Transport Strategy review up to August 2023.

City Corporation Divisions or Teams

Bridge House Estates

Children and Community Services

City Operations - frontline services, such as street cleansing, highway maintenance, domestic waste collection, gardens maintenance and parking enforcement, with core public service duties including road safety management, highway licensing, utility street works and major on-street events.

Climate Action Team

Corporate Strategy and Performance

Destination City

Equality Diversity and Inclusion

Natural Environment – manages the 11,000 acres of open space within and beyond London.

Planning and Development

Port Health and Public Protection – formerly part of Markets & Consumer Protection and deals with public protection by providing comprehensive and effective environmental health, trading standards and licensing services for the City of London.

Road Danger Reduction Partnership

City of London Police (CoLP)

London Fire Brigade (LFB)

London Ambulance Service (LAS)

Transport for London (TfL)

Diversity Networks, public agencies and professional groups

Action Vision Zero

Brewery Logistics Group

Business Disability Forum

Centre for Accessible Environments (CAE)

City Bridge Trust

City Corporation Carers and Parents Diversity Network

City Corporation Disability, Ability and Wellbeing Network

City Corporation Young Employees Network

City of London Access Group (CoLAG)

City Property Association (CPA)

City Youth Forum

Cross River Partnership

Footways

Greater London Authority (GLA)

Heart of the City

Institute of Couriers

John Lewis
Licenced Taxi Drivers' Association
Licensed Private Hire Car Association
Living Streets
Logistics UK (United Kingdom)
London Councils
London Cycling Campaign
London Travel Watch
Motorcycle Action Group (MAG)
Motorcycle Industry Association
Network Rail
Port of London Authority
Road Haulage Association
Roadpeace
Royal National Institute of Blind People (RNIB)
Solace Women's Aid
Transport for All (TfA)
Transport for London

NHS

Bartholomew's Hospital
NHS

BIDs

Cheapside Business Alliance
Chancery Lane Association/Primera
Aldgate Partnership
Eastern Cluster Partnership
Culture Mile Partnership
Fleet Street Quarter
South Westminster BID

Schools

City of London Boys School
City of London School for Girls

Neighbouring Boroughs

Southwark
Hackney
Islington
Westminster
Lambeth
Tower Hamlets

Businesses*

Allen Overy
Brookfield Properties
McCann
British Land
Baker Mckenzie
Spice Design
Brookfield Properties
Broadgate Estates
Momentum Consultancy
Nomura
New London Architecture
Fieldfisher
Land Securities
John Lewis
Metro Bank
Freshfields
Dawai Capital Markets
Weightmans LLP
Pedal Me
Spice Design
Arcadis LLP
Royal Bank of Canada

**Over 200 businesses were invited to engage in the ECF workshops*

City Plan and Transport Strategy Workshops*

Arup
Beispiel
Cityscape Digital
DP9
Fletcher Priest
Fundrock
HGH Consulting
Hudu
Kinrise
London Borough of Hackney
London Borough of Ealing
London School of Economics
Loughborough University
Petroschka Architects
Preconvision
Quod

Savills

Sellar

Sephardi

T J Culture

Volterra

Worshipful Company of Drapers

**Full list of residents, business, resident associations and members for the City Plan and Transport Strategy Report is under development*

City Residents Associations*

Barbican Association

Barbican and Golden Lane Neighbourhood forum

**Full list of residents, business, resident associations and members for the City Plan and Transport Strategy Report is under development*

Dockless Vehicle Operators

Lime

HumanForest

Dott

TIER

Voi