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| <b>Committee(s)</b>  | <b>Dated:</b>       |
| Local Plans Sub (Planning and Transportation) Committee                      | 8/12/2017           |
| <b>Subject:</b><br>Transport Strategy – Stakeholder Engagement Plan          | <b>Public</b>       |
| <b>Report of:</b><br>Steve Presland – Department of the Built Environment    | <b>For Decision</b> |
| <b>Report author:</b><br>Eddie Jackson – Department of the Built Environment |                     |

### **Summary**

The report sets out the proposed approach to engaging stakeholders, including City workers and residents, to inform the development of the City of London Transport Strategy and Local Implementation Plan (LIP).

The draft Stakeholder Engagement Plan (Appendix 1) seeks to ensure that all necessary interested parties are informed and have the opportunity to input into the development of the Strategy at appropriate points. Where possible, engagement activities will be aligned with those for the Local Plan.

### **Recommendation(s)**

Members are asked to approve the proposed Transport Strategy Stakeholder Engagement Plan (Appendix 1)

### **Main Report**

#### **Background**

1. The Transport Strategy aims to define the City of London Corporation's vision and priorities for transport over the next 25 years. The work to develop the Strategy will incorporate the drafting of the statutory Local Implementation Plan (LIP).
2. Significant engagement with a wide range of stakeholders is necessary to inform the development of the Strategy and ensure it meets the needs of City businesses, residents, workers and visitors.

#### **Proposed Approach**

3. A draft Stakeholder Engagement Plan (Appendix 1) has been produced to ensure a comprehensive and robust approach to stakeholder engagement. This Plan sets out the proposed framework for identifying and engaging with all stakeholders throughout the development of the Transport Strategy.

4. The draft Plan proposes six objectives:

- I. To identify key internal and external stakeholders and understand their needs and priorities.
- II. Build on existing relationships and establish and maintain new relationships – noting that the relationships will vary significantly according to level of engagement and interest.
- III. Engage proactively to ensure that the development of the Strategy and LIP are informed by a wide range of stakeholders, including the public, to produce documents that recognise the needs of City workers, residents, businesses, and visitors.
- IV. 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.
- V. Keep all stakeholders engaged and informed on Strategy development 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.
- VI. Ensure no surprises for any stakeholder at any stage through clear and regular communication of key messages in an appropriate format.

5. Stakeholders are grouped on the basis of interest and influence on the project, allowing information to be disseminated on a timescale and at a level that meets the expectations of each group. The proposed groups are shown in table 1.

| Stakeholder Group                       | Stakeholder Group Role   | Example Group Members  |
|---|--|--|
| <b>Project Advice &amp; Scrutiny</b>    | Stakeholders central to the delivery of the project. Responsible for key decisions and project direction.            | <ul style="list-style-type: none"> <li>Steering Group</li> <li>Working Group</li> <li>Local Plans Sub</li> <li>Project Sounding Board</li> </ul>                     |
| <b>Primary Stakeholders</b>             | Stakeholders that have a significant influence on the project direction.   | <ul style="list-style-type: none"> <li>Planning and Transportation (P&amp;T) Committee</li> <li>Transport for London (TfL)</li> <li>Internal Stakeholders</li> </ul> |
| <b>Actively Interested Stakeholders</b> | A wider group of stakeholders not directly involved with the project's direction, but influential in specific areas. | <ul style="list-style-type: none"> <li>Inner London Boroughs</li> <li>Modal &amp; special interest groups (LCC, LTDA, Access groups etc)</li> <li>Members</li> </ul> |
| <b>Wider Public Engagement</b>          | All other stakeholders. Includes the general public and businesses that are not engaged at other levels.             | <ul style="list-style-type: none"> <li>City Businesses</li> <li>City Residents</li> <li>General Public</li> </ul>  |

**Detail of Information**  
**Interest**  
**Influence**

Table 1 – Stakeholder Groups

6. 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. Engagement activities will include:

- Regular meetings with project steering and working groups, sounding boards and the Local Plan Sub Committee to report and discuss project progress.

- Regular updates plus briefings and workshops for Members of the Planning and Transportation, occasional updates to Policy and Resources Committees, and drop in sessions for all Members.
  - Workshops bringing together different groups of stakeholders to take a more focussed look at particular transport issues and aspects of the emerging strategy.
  - Briefings and presentations to stakeholder groups to communicate key messages and gather feedback.
  - Use of innovative online consultation tools to engage the wider public. Videos and promoted social media will be used to reach as wide an audience as possible.
  - Engagement events, including an exhibition at the City Centre, complemented by drop-in sessions and road show events to allow residents and workers to discuss transport issues directly with officers.
7. The proposed programme will engage all stakeholder groups at appropriate points throughout the Transport Strategy and LIP development, from an initial 'Issues and Options' exercise in early 2018, to formal consultation on the draft Strategy document in autumn 2018.

## **Conclusion**

8. The draft Transport Strategy Stakeholder Engagement Plan will ensure that all stakeholders are aware of the emerging Transport Strategy and have the opportunity to provide input into the process. The plan sets out the tools and timetable for engaging all stakeholder groups to allow the development of a Strategy that meets the needs of the City.

## **Appendices**

- Appendix 1 – Transport Strategy Stakeholder Engagement Plan

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## **Appendix 1**

### **City of London Transport Strategy: Stakeholder Engagement Plan**

#### **Introduction**

The City of London Corporation has identified the need for a long-term Transport Strategy to effectively direct the City Corporation's management of streets and transport over the next 25 years. The development of the Strategy will incorporate the drafting of the City Corporation's Local Implementation Plan (LIP).

This Stakeholder Engagement Plan sets out the proposed plan for consulting all stakeholders on the development of the Strategy and LIP.

Objectives of stakeholder engagement and communications:

1. To identify key 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. Engage proactively to ensure that the development of the Strategy and LIP are informed by a wide range of stakeholders, including the public, to produce documents that recognise the needs of City workers, residents, businesses, 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 Strategy development 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 no surprises for any stakeholder at any stage through clear and regular communication of key messages in an appropriate format.

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

| Stakeholder Group                       | Stakeholder Group Role   | Example Group Members  |
|---|--|--|
| <b>Project Advice &amp; Scrutiny</b>    | Stakeholders central to the delivery of the project. Responsible for key decisions and project direction.            | <ul style="list-style-type: none"> <li>• Steering Group</li> <li>• Working Group</li> <li>• Local Plans Sub</li> <li>• Project Sounding Board</li> </ul>                   |
| <b>Primary Stakeholders</b>             | Stakeholders that have a significant influence on the project direction.   | <ul style="list-style-type: none"> <li>• Planning and Transportation (P&amp;T) Committee</li> <li>• Transport for London (TfL)</li> <li>• Internal Stakeholders</li> </ul> |
| <b>Actively Interested Stakeholders</b> | A wider group of stakeholders not directly involved with the project's direction, but influential in specific areas. | <ul style="list-style-type: none"> <li>• Neighbouring Boroughs</li> <li>• Modal &amp; special interest groups</li> <li>• Businesses</li> <li>• Members</li> </ul>          |
| <b>Wider Public Engagement</b>          | All other stakeholders. Includes the general public and businesses that are not engaged at other levels.             | <ul style="list-style-type: none"> <li>• City workers</li> <li>• City residents</li> <li>• Visitors</li> </ul>   |

**Detail of Information**  
**+**  
**Interest**  
**+**  
**Influence**

## Engagement activities

The way in which each group is engaged will vary depending on their needs, level of interest, and level of influence on the project.

There will be frequent meetings of the project steering group, working group, Local Plan Sub Committee and project sounding board (Project Advice and Scrutiny). The frequency of meetings will vary between groups and according to project stage.

Other engagement activities are summarised below with further details provided in Appendix A. The key engagement phases are:

|  |                          |
|--|--------------------------|
| Issues and options engagement (Phase 1)                    | February & March 2018    |
| Consultation on draft vision, objectives and LIP (Phase 2) | June & July 2018         |
| Consultation on draft Transport Strategy (Phase 3)         | November & December 2018 |

| Activity  | No. of events   | Target groups  |
|---|---|--|
| <b>Engagement brand:</b> A strong brand for the engagement activities will support communications and help encourage participation. This will be developed in partnership with the City Centre as part of the work to develop the exhibition      | N/A   | <ul style="list-style-type: none"> <li>• Primary</li> <li>• Actively Interested</li> <li>• Public</li> </ul> |
| <b>Workshops:</b> Bringing stakeholders together to explore particular themes or for more general discussions. Workshops will provide an opportunity to gather feedback and allow stakeholders to hear from each other.                           | As required. Approx. 5 – 10 during first engagement phase | <ul style="list-style-type: none"> <li>• Primary</li> <li>• Actively Interested</li> </ul>                   |
| <b>Briefings and presentations:</b> Attending scheduled events such as resident and special interest group meetings and conferences to brief stakeholders and raise awareness of engagement activities. Additional briefings arranged as required | As required. Approx. 5 – 10 during each engagement phase  | <ul style="list-style-type: none"> <li>• Actively Interested</li> <li>• Public</li> </ul>                    |
| <b>One-to-one meetings and interviews:</b> to gain understanding of the needs and aspirations of key stakeholders   | As required   | <ul style="list-style-type: none"> <li>• Primary</li> <li>• Actively Interested</li> </ul>                   |
| <b>Exhibition:</b> display at the City Centre highlighting key issues and opportunities, providing an opportunity for feedback and promoting engagement activities.   | 8 weeks in February and March 2018                        | <ul style="list-style-type: none"> <li>• Public</li> </ul>   |

|   |   |  |
|---|---|--|
| <b>Drop-in events:</b> staffed sessions at advertised times where people visiting the exhibition can ask questions and provide feedback. Drop-in sessions will also be held at Guildhall and other locations during consultations   | At least 8 sessions during each engagement phase plus dedicated Member drop in sessions | <ul style="list-style-type: none"> <li>• Public</li> </ul>   |
| <b>Roadshow:</b> mobile staffed mini-exhibitions to proactively engage workers and residents. Roadshow events will take place during all three phases of engagement   | 5 – 10 during first engagement phase and Strategy consultation                          | <ul style="list-style-type: none"> <li>• Public</li> </ul>   |
| <b>Online engagement:</b> questionnaires and online mapping to reach as wide an audience as possible during the three main phases of engagement   | N/A   | <ul style="list-style-type: none"> <li>• Primary</li> <li>• Actively Interested</li> <li>• Public</li> </ul> |
| <b>Survey/Focus Groups:</b> representative survey or focus groups of City residents and workers to understand perceptions of travel, transport and public realm   | N/A   | <ul style="list-style-type: none"> <li>• Public</li> </ul>   |
| <b>Video:</b> two videos will be produced. The first will highlight key data and statistics as an introduction to the online engagement. The second will summarise the draft Strategy as part of the formal consultation. Videos will be promoted via social media to encourage participation in online engagement activities | N/A   | <ul style="list-style-type: none"> <li>• Primary</li> <li>• Actively Interested</li> <li>• Public</li> </ul> |
| <b>Social Media:</b> 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   | N/A   | <ul style="list-style-type: none"> <li>• Actively Interested</li> <li>• Public</li> </ul>                    |

### *Member engagement*

**Local Plan Sub Committee** will be the main forum for Member engagement and will review progress, steer the project and advise officers on the development of the Strategy and LIP. Meetings will be held as required with additional working sessions to allow in depth discussion of particular issues. Members will be invited to all Primary and Actively Interested stakeholder workshops.

Regular updates will be provided to ***Planning and Transportation Committee***. Members will also be engaged through workshops and briefings allowing issues to be discussed in greater depth without impacting on Committee business. The first workshop will be held in mid-January.

***Policy and Resources Committee*** will be updated at key stages of the project, such as following the completion of initial stakeholder engagement activities in February and March, and prior to publication of the draft LIP and Strategy.

Dedicated drop-in sessions will be held to for ***all Members*** to allow officers to gather direct feedback. Online engagement activities will also be promoted to Members.

### **Ongoing engagement**

Engagement activities will provide an opportunity to establish new relationships with a range of stakeholders, including City residents and workers. The potential for ongoing engagement activities, such as a public transport forum or annual perceptions surveys, will be considered as part the Strategy Development.



## Appendix A: Engagement phases and main tasks

| Phase  | Purpose  | Activity/Deliverables  | Stakeholders   | Dates                      |
|--|--|--|--|----------------------------|
| Startup  | Agree stakeholder engagement plan for Transport Strategy   | <ul style="list-style-type: none"> <li>Submit proposed Engagement Plan to Local Plan Sub Committee</li> </ul>  | Local Plan Sub Committee   | 8 December 2017            |
|  | To identify stakeholders with an interest in the transport strategy and ensure appropriate levels of engagement  | <ul style="list-style-type: none"> <li>Stakeholder identification and categorisation</li> </ul>  | Project Advice and Scrutiny  | December 2017              |
|  | Ensure appropriate membership of all groups within Project Advice and Scrutiny.  | <ul style="list-style-type: none"> <li>Appoint members to Steering Group and Working Group</li> </ul>  | Project Advice and Scrutiny  | January 2018               |
|  | Produce positive and recognisable brand for the duration of the stakeholder engagement exercise that is suitable for the City                              | <ul style="list-style-type: none"> <li>Commission design of brand.</li> <li>Agree project name.</li> <li>Meet CoL Comms, Public Relations and Media teams</li> </ul>   | Project Advice and Scrutiny  | December 2017/January 2018 |
| Issues and Options Engagement<br><br>(Phase 1) | Ensure early member buy-in and allow members to set out main issues.   | <ul style="list-style-type: none"> <li>Workshop with P&amp;T members</li> </ul>  | P&T members  | January 2018               |
|  | Agree draft issues and options structure and questions to frame consultation.  | <ul style="list-style-type: none"> <li>Internal workshop/meeting to agree discussion questions for vision and objectives</li> </ul>  | Project Advice and Scrutiny  | January 2018               |
|  | Establish online platform and promotional tools suitable for engagement with all levels of stakeholder – extending reach of stakeholder engagement         | <ul style="list-style-type: none"> <li>Procure and finalise online engagement tool</li> <li>Procure videos</li> <li>Prepare website materials and social media campaigns</li> <li>Develop exhibition material</li> <li>Commission public opinion survey</li> </ul>   | Project Advice and Scrutiny  | January 2018               |
|  | Raise awareness of the consultation, encourage responses from a range of stakeholders to establish stakeholders' issues, and inform development of the LIP | <ul style="list-style-type: none"> <li>Launch online engagement tool</li> <li>Launch webpages</li> <li>Launch video and social media push</li> <li>Monthly Member briefing</li> </ul>  | Project Advice and Scrutiny, Primary Stakeholders, Actively Interested Stakeholders, Public Engagement | Feb 2018                   |
|  |  | <ul style="list-style-type: none"> <li>Launch exhibition inc access to online tool</li> <li>Consultation events daytime/evening: Themed events: E.g. Street Priorities Options for Freight Public Transport in a Future City</li> <li>Workshops with specific modal groups for more detail where required/requested.</li> <li>Attendance and presentation at scheduled forums and planned events (e.g. CLSRTP)</li> <li>Roadshow and drop in sessions</li> </ul> | Primary Stakeholders, Actively Interested Stakeholders, Public Engagement                              | Feb/Mar 2018               |
|  |  | <ul style="list-style-type: none"> <li>Promote engagement tool and website via social media.</li> </ul>  | Public Engagement  | Feb/Mar/Apr 2018           |

| Phase  | Purpose   | Activity/Deliverables  | Stakeholders  | Dates             |
|--|---|--|---|-------------------|
| Vision, Objectives and LIP Consultation<br><br>(Phase 2) | Formal consultation on draft Vision, Objectives and LIP to establish suitable programme in line with emerging strategy.                                   | <ul style="list-style-type: none"> <li>• Agree draft vision, objectives</li> <li>• Agree draft LIP Document</li> </ul>   | Project Advice and Scrutiny & P&T Committee         | June 2018         |
|  |   | <ul style="list-style-type: none"> <li>• P&amp;T Committee report on draft LIP Consultation</li> <li>• Briefing to members</li> </ul>  | Primary Stakeholders                                | June/July 2018    |
|  |   | <ul style="list-style-type: none"> <li>• Website updated with draft LIP and vision and objectives details</li> <li>• Briefings/meetings with modal/interest groups as required</li> <li>• Promote consultation via emails, social media and appropriate forums.</li> <li>• Drop in sessions</li> </ul> | Actively Interested Stakeholders, Public Engagement | June/July 2018    |
| LIP submission   | LIP submission  | <ul style="list-style-type: none"> <li>• Update LIP following consultation</li> <li>• Updated LIP to Committee</li> </ul>  | Project Advice and Scrutiny<br>Primary Stakeholders | Aug/Sept 2018     |
|  |   | <ul style="list-style-type: none"> <li>• Submit to TfL</li> </ul>  | N/A   | Oct 2018          |
| Transport Strategy Consultation<br><br>(Phase 3)         | Engagement with stakeholders on formal public consultation on Draft Strategy, building on outcomes of Issues and Options, and vision and objectives work. | <ul style="list-style-type: none"> <li>• Update draft strategy following vision and objectives consultation</li> </ul>   | Project Advice and Scrutiny                         | Aug/Sept/Oct 2018 |
|  |   | <ul style="list-style-type: none"> <li>• Agree Draft Strategy Document internally</li> </ul>   | Project Advice and Scrutiny                         | Oct 2018          |
|  |   | <ul style="list-style-type: none"> <li>• P&amp;T Committee report on Strategy Consultation</li> <li>• Briefing to members</li> </ul>   | Primary Stakeholders                                | Oct 2018          |
|  |   | <ul style="list-style-type: none"> <li>• Website updated with Strategy details</li> <li>• Launch video and social media push</li> <li>• Roadshow and drop-in sessions</li> </ul>   | Actively Interested Stakeholders, Public Engagement | Nov/Dec 2018      |
|  | Transport Strategy publication and adoption   | <ul style="list-style-type: none"> <li>• Update strategy following consultation</li> </ul>   | Project Advice and Scrutiny                         | Jan/Feb/Mar 2019  |
|  |   | <ul style="list-style-type: none"> <li>• Updated strategy to committee</li> </ul>  | Primary Stakeholders                                | Mar 2019          |