



Sefton Council

SEFTON LOCAL CYCLING AND WALKING INFRASTRUCTURE PLAN

Stakeholder Engagement Plan



Sefton Council

SEFTON LOCAL CYCLING AND WALKING INFRASTRUCTURE PLAN

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1 INTRODUCTION

1.1 BACKGROUND

- 1.1.1. Sefton Council has actively engaged with the Liverpool City Region Combined Authority (LCRCA) in the development of the Liverpool City Region (LCR) Local Cycling and Walking Infrastructure Plan (LCWIP). This is currently being reviewed and amended to reflect any changes in the LCR network.
- 1.1.2. To complement the wider LCR LCWIP, the Council is also developing its own LCWIP. The LCWIP aims to incorporate a borough-wide network of walking and cycling routes to provide attractive and high-quality routes for users of all abilities, with the aspiration that residents will be encouraged to use active travel modes rather than the private car.
- 1.1.3. The LCWIP will include a proposed five-year delivery programme of activity and takes into account the work being completed under the Capability Fund (Revenue) allocation and the Emergency Active Travel Fund schemes. The plan will also aim to complement and improve the existing historic network in the borough.
- 1.1.4. The LCWIP aims to plan an active travel network which can support the following relevant local policy objectives:

Sefton Vision 2030 - The outcomes of the vision include the following key themes, which the LCWIP will aim to support:

- Together a stronger community
- Living, working and having fun
- A borough for everyone
- A clean, green and beautiful borough
- On the move
- Visit, explore and enjoy
- Ready for the future
- Open for business

Sefton Climate Emergency Strategy and Action Plan - The Sefton LCWIP can support the climate action plan, by planning for safe active travel infrastructure that can encourage walking and cycling across the borough, reducing private car dependency thus improving air quality and contributing to the carbon net zero targets.

- 1.1.5. The LCWIP will also encourage the improvement of health by promoting active travel, improving accessibility for those without access to a car and supporting the improvement of road safety for vulnerable users.

1.2 PURPOSE OF THE STAKEHOLDER ENGAGEMENT PLAN

- 1.2.1. A key element of the LCWIP commission is the development of a Stakeholder Engagement Plan. Sefton Council has therefore developed and adopted a

Stakeholder Engagement Framework that sets out the general principles and standards of how the Council may speak with, and listen to, stakeholders and communities in relation to proposals that may impact them. The implementation of specific elements of the plan will be agreed with the Council's **Public Engagement and Consultation Panel**. This is a multi-agency advisory panel who offer support, advice and guidance to ensure that the Council's engagement and consultation activity is of a high quality. In addition, given the subject matter, the engagement strategy will also be taken forward in conjunction with the Council's emerging Sefton **Active Travel Network**. This network will be formed to drive this process forward and will include members of our local communities who have an interest in walking and cycling.

- 1.2.2. The consultation and engagement process for the LCWIP development will be undertaken with appropriate consideration of the opposition to previous proposals in the borough aimed at the reallocation of road space for cycling. Stakeholder plans offer the opportunity for local elected officials, and local residents, to understand the national and local policy objectives to reduce carbon and encourage behaviour change and to appreciate the local need and rationale for the plan. Therefore, facilitating an opportunity for them to influence decisions over LCWIP routes in an informed manner.
- 1.2.3. The purpose of the Stakeholder Engagement Plan is to:
 - Develop a stakeholder map and contact database to identify key audiences who may be engaged and the suggested approaches to engaging with these stakeholders.
 - Provide a framework for clear, consistent and purposeful communications with those who will have an interest in and/or influence over the LCWIP, to ensure that the strategy development process appropriately considers wider views and inputs, providing reassurance that their views have been listened to and will continue to influence decisions and actions as the LCWIP strategy progresses.
 - Provide opportunities to feedback and ensure that the feedback is timely and responsive in a format which is appropriate to stakeholders via a 'you said, we did' approach.
 - Identify appropriate and consistent key messages and engagement activities for different audiences that are creative and innovative for full participation and enable clear understanding the benefits of the proposed improvements.
 - Ensure that any literature and supporting information is available in a variety of alternative formats, is fully accessible to a wide audience and is clearly communicated.
 - Deliver a range of stakeholder engagement activities, as appropriate, delivered in an inclusive manner and joined up with other engagement activity, where appropriate, to avoid consultation fatigue.
 - Build support, consensus and understanding of the rationale for any key design decisions that need to be made.

1.3 AIMS AND OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

- 1.3.1. The overall aim of the communications and engagement process for the LCWIP is to provide clear communication and opportunities to support stakeholders and members of the public to become aware of the consultation and provide feedback. This will build on the Your Streets campaign, which included consultation on a number of active travel schemes across Sefton.
- 1.3.2. Effective stakeholder engagement will be central to securing key stakeholder buy-in and generating advocacy for the project. Ensuring two-way dialogue and generating widespread stakeholder and public understanding around the project will reduce the risk of potential challenges which can significantly impact on programme, cost and designs.
- 1.3.3. The objectives of the plan are to:
- Create a LCWIP that is of benefit to all our communities, especially those who identify as protected characteristic, businesses and organisations across Sefton - ensuring that stakeholders play a key role in dynamically shaping the development and delivery of the proposals.
 - Establish a solid platform for future stakeholder communications activities on Your Streets, making sure that changes and developments in the LCWIP are shared with stakeholders.
 - Maintain clear evidence of how engagement and consultation has fed into the strategy development process to support and de-risk any future decision-making processes.
 - Attract positive social media coverage of Sefton's key messaging during this stage of the LCWIP development and beyond.
- 1.3.4. The Stakeholder Engagement Plan provides a suggested consultation strategy for stakeholders and communities to provide their input on the draft LCWIP, prior to the finalisation of the plan. However, the plan is a 'live' document and will be updated as necessary throughout the LCWIP development programme.

1.4 OVERVIEW OF PREVIOUS RELEVANT CONSULTATION AND ENGAGEMENT

Summary of Relevant Work to Date

- 1.4.1. During recent years, a number of consultation exercises have been undertaken as part of the following schemes, which are of relevance (or partial relevance) to the current LCWIP strategy:

Your Streets:

- Your Roads and Streets
- Southport Walking and Cycling Routes
- Southport School Streets & Neighbourhood Pilot
- Crosby Coastal Park New Foot and Cycleway

- Great Georges Road Walking and Cycling Route Waterloo

Collaborative Design:

- Southport Liveable Neighbourhood

Growth Programme Consultations and Engagements:

- Southport Town Deal
- Crosby Town Centre
- Bootle Town Centre

- 1.4.1. The consultation for these schemes/proposals was predominantly undertaken online via Sefton's Your Sefton Your Say (YSYS) platform. The key relevant positive, neutral and negative consultation responses, of relevance to the LCWIP Stakeholder Engagement, will be reviewed and considered, alongside the LCWIP pre-consultation, to inform the future stakeholder engagement activities for the LCWIP. This is to ensure clear messaging that can be communicated to specific audiences in a way that responds and builds upon the range of feedback received to date. For example, ensuring that the audience appreciate the rationale for walking and cycling proposals – including the importance of factors such as low car ownership, local demographics and poor health necessitating a requirement for enhanced sustainable travel options.

2 STAKEHOLDER MANAGEMENT PLAN

2.1 OVERVIEW

- 2.1.1. This section highlights the key tasks and methodology to be undertaken for the Stakeholder Engagement Plan.

2.2 STAKEHOLDER MAPPING

- 2.2.1. The first stage of the Stakeholder Engagement Plan is to identify the key internal and external stakeholders who may be affected or have an interest in and/or influence on, the proposals. The LCWIP proposals will include a significant area across the Sefton borough and therefore a wide variety of stakeholder and communities with a potential interest in the scheme.
- 2.2.2. A stakeholder mapping exercise has been undertaken to map the different stakeholders and their interest and influence in the scheme. This mapping exercise helps to develop the most suitable approach to engaging different stakeholders based on the roles they can / will play in the LCWIP development, and the level of input which they can provide in the scheme proposals.
- 2.2.3. The stakeholder mapping exercise includes the following key elements:
- A detailed stakeholder map is provided in **Appendix A**. This lists the full range of stakeholders assigned to one of the following stakeholder classifications, as well as specifying their level of interest and influence in the scheme:
 - Stakeholders directly impacted
 - Indirectly impacted stakeholders
 - Potentially impacted stakeholders
 - Stakeholders who are needed to make the decision work
 - Stakeholders who are knowledgeable/of relevance on LCWIP development
 - Stakeholders who believe they have an interest in the LCWIP subject.

Note:

The database does not represent an exhaustive list of the stakeholders who will aim to be engaged as part the LCWIP development as additional/varying stakeholders may emerge as the plan develops.

- Table 2-1 sets out:
 - The drafted high-level range of key relevant stakeholder categories/groups to potentially be engaged throughout the LCWIP development i.e. different groups will need to be engaged as necessary/appropriate throughout the various stages of the LCWIP development – ranging from consultation on high-level LCWIP proposals through to the specific detailed design of finalised LCWIP schemes.
 - Their known and potential interests,
 - Their potential influence, and
 - The key roles they may have in the LCWIP development.

- A stakeholder matrix has been produced to identify the stakeholders identified under each stakeholder category according to their level of influence and interest in the programme. The resultant stakeholder matrix map for the LCWIP scheme is included at **Appendix B**.

Table 2-1 - Key Stakeholder Groups

<i>Stakeholder Group</i>	<i>Example Stakeholders</i>	<i>Interest Level</i>	<i>Influence Level</i>	<i>Interests / Influence</i>	<i>Role</i>
Internal Stakeholders					
Cabinet	N/A	High	High	To be updated on LCWIP proposals. Input relevant insight, influence/inform scheme objectives and development, agree key decisions / scheme progression.	Key decision makers / influencers.
Cabinet Members	N/A	High	High		
Informal Policy Cabinet	N/A	High	High		
Executive Leadership Board	N/A	High	High		
Growth Board	N/A	High	High		
Ward Members / Elected Members	N/A	High	High	Influence scheme objectives and design to maximise benefits for their local communities. Updates on scheme progress, programme and potential challenges.	Community engagement facilitators, recipients of community queries / concerns.
Council Sections / Departments Impacted	N/A	High	Medium		
External Stakeholders					
Members of Parliament	All area MPs	High	High	To be updated on LCWIP proposals. Influence scheme objectives and design to maximise benefits for their local communities.	Community engagement facilitators, recipients of community queries / concerns.
Transport Bodies and Groups	Liverpool City Region Combined Authority (incl Merseytravel), Public transport operators, National Highways, Network Rail, Bikeright, Sustrans, Cycling UK, Active Travel England, Living Streets, Merseyside Cycling	High	Medium	Influence scheme objectives, updates on scheme progress, contribution to local and regional objectives and alignment to wider policy aspirations.	Decision-maker in terms of links to wider regional LCWIP strategies and potential joint funding opportunities.

Stakeholder Group	Example Stakeholders	Interest Level	Influence Level	Interests / Influence	Role
Other Local Authorities	Campaign, Canal and Rivers Trust				
	Liverpool City Council, West Lancashire Council, Knowsley Council	Medium	Low	Updates on scheme progress, contribution to regional objectives and alignment to wider cross boundary policy aspirations.	Decision-maker in terms of links to wider regional LCWIP strategies and potential joint funding opportunities.
Walking and Cycling Groups / Clubs	Active Walks Leaders and Participants, Merseyside Cycling Campaign, Rambler groups, Cycling groups, Sefton Active Travel Network	High	Medium	Updated on scheme development, progress and programme. Influence scheme proposals.	To be fully informed, will be able to provide insight and advocate scheme at ground level.
Sefton Youth Leaders and Influencers	Sefton Young Advisors, Sefton Youth Making Better Opportunities with Leaders (SYMBOL), teachers/support staff	Medium	High	Updated on scheme development, progress and programme. Influence scheme proposals.	To be fully informed, will be able to provide community insight and advocate scheme at ground level.
Voluntary, Community and Faith (VCF) Sector	Youth centres, youth clubs, sports clubs, community centres, groups for people with disabilities, nursing homes / care homes	Medium	Low	Updated on scheme development, progress, and programme.	To be fully informed, will be able to provide wider perspective and community insight to input into scheme.
Local Businesses	Taxi drivers, Southport Bid, Liverpool Chamber of Commerce, Invest Sefton	Medium	Low	Updated on scheme, progress and programme. Influence scheme proposals.	To be fully informed, will be able to provide insight and advocate scheme at ground level.
Public	Public directly / indirectly impacted / all public	High - Low	Medium - low	Updated on scheme development, progress, and programme.	To be fully informed, will be able to provide wider perspective and local insight to input into scheme.
Environmental Interest Groups (non-statutory)	Green Sefton – Friends of Groups, LCR Climate Justice Coalition, Sefton Climate Action,	High	Medium	Environmental impacts of the options of local/	Local and regional environmental

Stakeholder Group	Example Stakeholders	Interest Level	Influence Level	Interests / Influence	Role
Seldom Heard Groups	Friends of the Earth, LCR Climate Panel, Merseyside Environment Advisory Service			regional significance.	insight and advisory role.
	Community suppliers, transient populations, people with disabilities, the elderly	Medium	Medium	Updated on scheme development, progress, and programme.	To be fully informed, will be able to provide wider perspective and insight to input into scheme.
Potential Landowners and Land Interests	Farmers/landowners, residents, utilities, Environment Agency	High	Medium	Influence scheme objectives and design to maximise benefits and minimise adverse impacts, Updated on scheme progress, programme and potential issues.	To be fully informed, can provide insight at local level, access provision etc.

- 2.2.4. The engagement strategy can maximise the use and attendance of existing forum/meeting schedules for key stakeholder groups, to increase the efficiency of the engagement process.
- 2.2.5. Based on this understanding of stakeholder interests and roles, Section 3 of this Stakeholder Engagement Plan sets out the suggested approaches to engaging with these different stakeholders.

3 STAKEHOLDER ENGAGEMENT APPROACH

3.1 DEFINITIONS

STAKEHOLDERS

- 3.1.1. A stakeholder may be defined as anyone with an interest in the LCWIP programme. Stakeholders can be individuals, groups or organisations, encompassing both:
- **Internal Stakeholders** – within Sefton Council and LCWIP delivery partner organisations; and
 - **External Stakeholders** – such as transport providers, employers, user groups and the general public.
- 3.1.2. Stakeholders have a significant role to play in LCWIP development as many of them will be the end users of eventual schemes and stand to benefit (or disbenefit) from scheme delivery.
- 3.1.3. The consultation process will include non-technical stakeholders, local communities, and members of the public, as well as key technical stakeholders and key decision-makers. Engagement with a wide-range of stakeholders is important to ensure that the LCWIP proposals provide the highest possible level of benefit to Sefton residents and the wider City Region, that it is fit for purpose, and that it incorporates a balance of the various views and needs.
- 3.1.4. The specific consultation information will be shared with Council leaders / Members and will be agreed in collaboration with the Public Engagement and Consultation Panel at Sefton ahead of any public consultation.

3.2 ENGAGEMENT APPROACH

ENGAGEMENT

- 3.2.1. Engagement, sometimes referred to as consultation or community engagement, is the process of giving stakeholders access to information and the chance to influence a scheme's proposals. This should be a dynamic process of dialogue with the objective of building positive relationships between Sefton and relevant parties. The approach to community and stakeholder engagement is based on four core principles which are proven to generate meaningful engagement and will be applied to all stakeholder engagement activities to be delivered across the LCWIP development:

- **Engage stakeholders at the earliest possible stage**

Building on feedback from previous relevant engagement and involving key stakeholders from the outset of the LCWIP development.

- **Engage stakeholders in a meaningful and honest manner**

It is necessary to ensure all stakeholders have clarity around the purpose of the engagement and the role their involvement will have. This will involve managing stakeholders' expectations and making it clear no single stakeholder will have overwhelming or disproportionate influence.

- **Maximum engagement with all stakeholders including seldom heard groups**

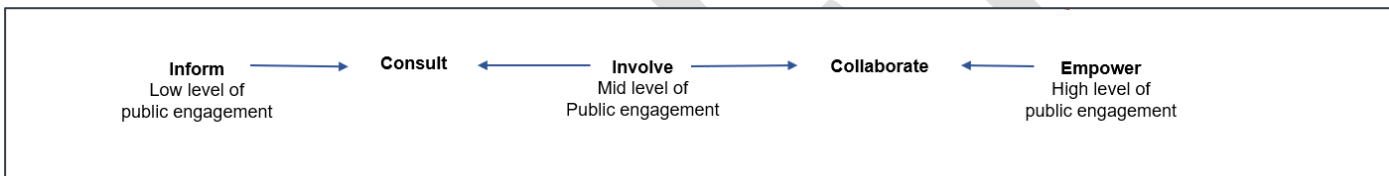
Effort will be made to maximise engagement levels for the LCWIP development. A best practice approach will be applied to engaging with a range of stakeholders who represent wider society and particularly seldom heard groups. All materials and activities should be designed to make participation accessible, easy and inclusive.

- **Provide meaningful feedback to stakeholders**

Stakeholders will be given timely feedback as part of a ‘you said, we did’ approach. Through this process Sefton will demonstrate how the outcomes of engagement have been considered and where they have influenced the location and design of final elements of the LCWIP strategy. As part of this process stakeholders will also be able to influence how this feedback is provided.

3.2.2. The collaborative approach stakeholder engagement is summarised in **Table 4-1**.

Figure 3-1 - Stakeholder Engagement Collaborative Approach



ENGAGEMENT PHASING

3.2.3. The overarching engagement and consultation framework approach is broadly categorised into the following two phases, summarised in

3.2.4. **Figure 3-2:**

- **Phase 1 - Early engagement pre-consultation (July - November 2022)** - liaison with Sefton's Strategic Transport Planning and Investment (STPI) Team and a range of relevant stakeholders (including Sustrans, Merseyside Sports Partnership, National Trust and key interest groups i.e., walking/cycling/equestrian/access/disability groups) to establish current needs, issues, barriers and ideas for improvements for walking and cycling. Also, to identify any constraints or opportunities to consider for the LCWIP development. This Phase aimed to achieve early buy-in to the principles of the scheme;
- **Phase 2 – Wider consultation on draft LCWIP proposals (Late 2022 / Early 2023)** - ongoing consultation to further understand local views, experiences and challenges, to provide an ongoing opportunity for all stakeholders and communities to provide their input to develop the preferred LCWIP proposals.

3.2.5. The engagement will build on established relationships where they exist and develop new relationships where necessary.

Figure 3-2 - Engagement Approach



3.3 ENGAGEMENT ACTIVITIES

PHASE 1 - EARLY STAKEHOLDER ENGAGEMENT – PRE-CONSULTATION DISCUSSIONS (JULY- NOVEMBER 2022)

- 3.3.1. As indicated above, in July-November 2022, early discussions were held with a selected number of key stakeholders, through six dedicated ‘Pre-Consultation’ workshops coordinated at the start of the engagement programme, as set out in Table 3-1. This included early involvement with the internal STPI team to enable full understanding of previously identified routes and the success of schemes and initiatives proposed and/or implemented.
- 3.3.2. The Project Team (i.e., Sefton Council Officers and WSP staff) agreed an appropriate list of stakeholders to include in these early discussions, including a range of key stakeholders with Protected Characteristics (for example, Wheels for All, Disabled Ramblers, SAFE), Sefton Young Advisors and any interested groups who have local or specialist knowledge in active travel (Sustrans, Living Streets, Cycling UK).

Table 3-1 – Early Stakeholder Workshop Schedule

Date	Time	Sefton Area	Workshop Type
Wednesday 13 th July	4pm until 6pm	All Areas – Young Advisors	Online Teams Meeting
Monday 1 st August	4pm until 6pm	Bootle and Litherland	Online Teams Meeting
Wednesday 3 rd August	4pm until 6pm	Maghull and Lydiate	Online Teams Meeting
Monday 8 th August	4pm until 6pm	Formby, Crosby and Thornton	Online Teams Meeting
Wednesday 10 th August	4pm until 6pm	Southport and Ainsdale	Online Teams Meeting
Monday 10 th October	4.30pm – 5.30pm	Walking and Cycling Special Interest Meeting	Online Teams Meeting

3.3.3. The workshops provided an introductory session to;

- explain the LCWIP process;
- share the Council's vision, objectives and aspirations for walking and cycling across the borough; and .
- enable input to inform the LCWIP development process.

3.3.4. Prior to the workshops the invitees were asked to consider and prepare their opinions and any supporting information available to aid the workshop discussion around a number of key issues - including scheme opportunities, current barriers to walking and cycling across the borough, key desire lines for travel, joining origins and destinations and suggestions for improvements and/or new routes. The workshop content focused on the following:

- **Project Overview** - Presentation on LCWIP Project objectives and rationale:
 - the relevant local, regional and national policy aspirations to reduce carbon and encourage behaviour change for the LCWIP.
 - the active travel ambition and level of support for change of the LCRCA and Department for Transport (DfT).
 - the role of Active Travel England in approval (and funding) of future LCWIP schemes.
- **Question and answer session** - to provide an opportunity for stakeholders to raise and discuss current active travel needs, barriers to walking and cycling, key origin and destination points / desire lines, ideas for potential future routes/improvements, existing travel behaviour and how Sefton and stakeholders

across the wider LCRCA can help to encourage more people to travel my active modes.

- 3.3.5. The early stakeholder workshops were held via the Microsoft Teams platform and through the use of a Miro Board, an online interactive tool which allowed stakeholders to leave comments and suggestions on each of the geographic areas for up to a week after the sessions.
- 3.3.6. The overall aim of these discussions was to bring key stakeholders on board at an early stage, secure confidence, support and advocacy for the project and gain early thoughts to feed back into the LCWIP development process and future consultation approach.
- 3.3.7. The groups involved in the pre-consultation workshops will continue to be updated and involved in the LCWIP development, as appropriate.

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PHASE 2 - WIDER CONSULTATION ON DRAFT LCWIP PROPOSALS - ENGAGEMENT ACTIVITIES (LATE 2022 / EARLY 2023)

- 3.3.8. **Table 3-2** sets out a proposed engagement plan for the wider stakeholder consultation on the draft LCWIP proposals. This sets out a range of potential engagement activities and specifies for each activity:
- the intended stakeholders to target (based on their classification/position within the Stakeholder Matrix included at **Appendix A**);
 - the activity purpose;
 - the relevant communication channel/s;
 - the proposed timeline / frequency for the activity;
 - who is responsible for the activity; and
 - any key considerations.
- 3.3.9. The range of engagement activities aim to ensure that the information is relevant and accessible to all stakeholders. The activities to be undertaken will be refined and selected, as appropriate, as the LCWIP Stakeholder Engagement Plan is implemented during late 2022 / early 2023. The wider consultation will focus on sharing the draft LCWIP and the rationale and evidence base underpinning it. The consultation will enable a further understanding of local views, experiences and challenges and provide an opportunity for stakeholders and communities to provide their input for the finalisation of the LCWIP.
- 3.3.10. The specific engagement activities will continue to be aligned to the stakeholder matrix/database (**Appendices A and B**) in terms of the position of each stakeholder (or group of stakeholders) on the stakeholder matrix. This will ensure that the communication/engagement mechanisms for specific stakeholders (i.e., corresponding scope of engagement activities) continues to be appropriately aligned to their level of interest/influence in the LCWIP development.
- 3.3.11. As set out above, the various elements of the engagement approach will be agreed in collaboration with the Public Engagement and Consultation Panel at Sefton. The WSP team will continue to work with the experienced Sefton teams, as required, to enable a joint approach to the delivery of the engagement and consultation strategy.

Table 3-2 – Wider Consultation on Draft LCWIP: Engagement Activity Plan

Activity	Example Stakeholders	Purpose	Communication Channel	Frequency / Period	Responsibility	Considerations
Internal Meetings / Updates <i>Essential</i>	Cabinet Members Informal Policy Cabinet, Executive Leadership Team, Growth Board, Local Councillors / Ward Members, Council Departments Liverpool City Region Active Travel Forum Sefton Active Travel Network (Due to be launched alongside this consultation)	To be updated on LCWIP proposals. Input relevant insight, influence/inform scheme objectives and development, agree key decisions / scheme progression, including public consultation.	Microsoft Teams Meetings, In person meetings, Briefings, Presentations, Email	Ongoing, as and when required	Sefton's LCWIP Project Manager / Consultant Project Team (as appropriate)	Appropriate meeting scheduling aligned to key LCWIP programme milestones.
1-2-1, Small or Larger meetings / Workshops / Focus Groups, if required <i>Optional</i>	Key internal and external LCWIP delivery stakeholders i.e., those most interested and influential in delivering the LCWIP (<i>particularly stakeholders, who are needed to make a decision work and/or of particular relevance for the LCWIP development</i>).	Introduction to the scheme, setting scene and managing expectations, building rapport and strengthening relationships with stakeholders, understanding wider stakeholder interests and concerns. Opportunity to inform and influence scheme proposals To facilitate more detailed engagement with the people involved in delivering the programme and the most influential and interested stakeholders.	Microsoft Teams Meetings (including break-out groups) (<i>Teams live events enable more control over who can speak/comment</i>), Face-to-Face Meetings, Presentations, Question and Answer sessions Supplemented with Briefings, Email	As and when required through process	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton's Consultation and Engagement Team	Ensure information relevant and accessible to all stakeholders. Where possible, effort should be made to make use of other well-established, pre-planned meetings which the stakeholders already attend. Opportunity to work with supportive groups with a view to them becoming ambassadors or public advocates for the proposals. Focus Groups can assist with targeting hard-to-reach groups i.e. allows a bespoke engagement approach so that appropriate means can be adopted to the audience. For example, British Sign Language interpreters.
Exhibitions and Drop-in Sessions <i>Optional</i>	To be confirmed by Project Group i.e., Sefton Officers / WSP Team. Likely all stakeholders welcome to participate, however the exhibitions will be primarily aimed at our seldom heard local community, who may not have a digital device or require the information in an alternative format, for example our residents who are deaf or partially sighted, or those who would like to talk to someone directly to aid understanding on the subject.	Where appropriate, large numbers of stakeholders can be invited to attend public events held in accessible and well located facilities, such as a village hall or a school. Where possible, events can be combined with other well established and pre-arranged events. Provide non-technical information on the LCWIP background and development process. Opportunity for all stakeholders and communities to provide comment on the proposals.	Accessible public buildings (and car parking) in relevant areas. Supplemented with Briefings, Email	Events planned near to proposed LCWIP corridors as and when appropriate.	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton's Consultation and Engagement Team / Sefton Communications Team / Sefton Council for Voluntary Service (CVS)	Ensuring the facilities are accessible and entirely suitable for such an event. Advertising the events, briefing the media and resourcing/collecting large volumes of feedback.
Online Communications <i>Essential</i>	All stakeholders – general survey	To maximise stakeholder participation, via Your Sefton Your Say / Your Streets dedicated web pages on the Sefton corporate consultation platform website (or a standalone site) can be used as engagement platforms.	Dedicated webpages on the Sefton Council Website / Your Sefton Your Say Pages / Online Survey (accessible via QR codes) - enabling stakeholders to provide feedback on the proposals.	As required / appropriate.	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton Consultation and Engagement Team / Sefton Communications Team	All materials should be easy to read and understand, making best use of images, graphics, summary points and videos/recordings. Ability to communicate complex information in an understandable manner.

Activity	Example Stakeholders	Purpose	Communication Channel	Frequency / Period	Responsibility	Considerations
		An online platform is likely to provide the main format for non-technical stakeholders and the public to provide their feedback on the proposals. This method may also assist with engaging seldom heard groups, such as the disabled and young people, for whom tailored platforms can be created.	This may include a map-based feedback portal, enabling comments to be posted relating to proposals at a particular location. All users of the website should be able to see anonymised comments posted on the map by others to provide an open and honest representation of the range of views received. This can also act as a geospatial repository of feedback, ensuring any comments are not lost or overlooked. Supplemented with Briefings, Email			Processes for analysing and storing potentially very large amounts of data. Although it is recognised that key stakeholders tend to provide feedback in alternative formats (emails and letters), the use of any questionnaire / feedback portal should be promoted as far as possible to promote efficiencies in the subsequent analysis and collation of responses. Alternative non-digital formats should be available upon request.
Social Media	All stakeholders to be invited/welcome to engage but primarily aimed at the general public.	A further means by which to maximise stakeholder participation, particularly with young people. Ability to achieve wider circulation by working in partnership with key institutions (e.g., schools) to share posts via their social media networks, in addition to posts made directly through key active travel groups/partners.	Various social media platforms e.g., Twitter. Content 'soundbytes' can be taken from the consultation materials produced to engage audiences, raising awareness of the scheme and how people can get involved. 'Geotagging' can also be used to target social media adverts geographically.	As and when required	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton Consultation and Engagement Team / Sefton Communications Team	Managing and processing large volumes of comments. Establishing an agreed protocol for responding to any comments received (both positive and negative) publicly via social media networks. Managing content to ensure key messages are disseminated at appropriate times, evolving to reflect any feedback raised.
Production of Consultation Materials <i>Essential</i>	All	Production of consultation information (including any LCWIP survey questionnaire) for Your Sefton Your Say online platform and any other platforms	Various – online content / leaflets (determine if leaflets include detailed information or direct to websites) – in line with the above/below engagement activities.	Ongoing, as and when required	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton's Consultation and Engagement Team / Sefton Communications Team	Ensure information relevant and accessible to all stakeholders. Including use of accessible 'plain English' and avoiding using technical terminology in public-facing materials.
Inclusive non-digital communication channels <i>Essential</i>	Any stakeholder who may require/prefer non-digital communication channels	To ensure an inclusive and accessible engagement enabling awareness raising and feedback protocols for all members of society.	Hard copy formats such as leaflets accessible to all, available on request and/or deposited in social buildings (for example, leisure centres, libraries). Phone calls on request.	As required / requested	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton Consultation and Engagement Team / Sefton Communications Team	Ensure usual protocols via Sefton's Consultation and Engagement and Communications Teams. Phone calls may be better via an online request form rather than a phone number, as less labour intensive and allows appropriate preparation ahead of call-back.
Press Release	All audiences	To facilitate wider awareness of the LCWIP proposals	Various media sources	As appropriate, in line with programme	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton Consultation and Engagement Team / Sefton Communications Team	
Targeting Seldom Heard Groups <i>Essential</i>	Protected characteristics (for example, Wheels for All, Disabled Ramblers, SAFE), elderly, deaf & visually impaired, young people, specific area/ethnic communities	To ensure inclusive engagement across the Sefton community	All of the above, plus additional focused/targeted measures, as necessary – for example, polling, pre-printed surveys and pre-paid envelopes, engagement via specific relevant local organisations/community groups/venues.	As required / appropriate	Sefton's LCWIP Project Manager / Consultant Project Team / Sefton Consultation and Engagement Team / Sefton Communications Team	Need to identify the seldom heard groups to target - which groups are under-represented based on previous Council experience and consultation responses by other means. Maximise opportunities via relevant local organisations/community groups.

Activity	Example Stakeholders	Purpose	Communication Channel	Frequency / Period	Responsibility	Considerations
						Produce a clear action plan for effective engagement with seldom heard groups.
Engagement Report <i>Essential</i>	All audiences	Report on findings / outcomes from stakeholder engagement and consultation exercises.	Report (online)	Upon completion of stakeholder engagement and consultation exercises.	Sefton's LCWIP Project Manager	Data protection.

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4 COMMUNICATION STRATEGY

4.1 INTRODUCTION

- 4.1.1. Communication refers to the passing of information onto a target audience. Communication via a wide range of means will relate to and support specific engagement activities.
- 4.1.2. For the development of the LCWIP, Sefton's communication approach, working in collaboration with its partners, will:
- Focus on keeping communities and key stakeholder groups informed about the benefits and current status of the LCWIP development in Sefton, combined with proactive communication messages to line up with the release of information through Council meetings.
 - Raise awareness of how to provide feedback and opinions on the proposals.
 - Complement the engagement process and particular activities in a timely and meaningful manner. This will include communications relating to how people can take part in consultation processes and may be accompanied by Frequently Asked Questions to be used reactively in case of specific questions.

4.2 KEY MESSAGES

- 4.2.1. Key messages have been developed to provide a framework for consistent communications to stakeholders and the community. These messages provide a narrative to describe the plan and communicate the benefits of this to different audiences. At this stage, the key messages are developed in draft – they will evolve and be refined as the consultation materials are prepared in alignment with the developing LCWIP.
- 4.2.2. The drafted key messages are as follows:
- **Key Message 1:** This plan will set out our ideas for future walking and cycling routes in Sefton. The routes will make walking/wheeling and cycling safer, more attractive and link up everyone to places they want to go such as schools, colleges, bus stops, train stations, places of work and entertainment.
 - **Key Message 2:** This plan containing future walking and cycling routes will help us to reduce transport related carbon emissions – which accounted for 27% of UK greenhouse emissions in 2019¹. This plan will support the national 2050 net zero target, the regional 2040 net zero target and Sefton's local authority 2030 net zero target, through people choosing to walk and cycle more.
 - **Key Message 3:** We are in a "cost of living crisis", this plan setting out our future walking and cycling routes will offer the opportunity for all our communities to

¹ [2019 UK Greenhouse Gas Emissions, Final Figures \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

access inclusive, healthy, low cost travel. This will offer particular benefits for the most vulnerable people in our communities (young people, older people, people with disabilities, people from marginalised groups), who live in areas with the lowest car ownership, poor air quality and highest levels of poor health. The plan will also encourage increased physical activity levels and thus improve public health.

- **Key Message 4:** The plan will set out our future investment in walking and cycling routes across the borough for the next 10 years. The routes will be made in consultation with our communities when funding is available from the government. LCWIP provides a proposed strategy for improving the local cycling and walking networks across the borough. Detailed design work and actual implementation of agreed elements of the plan will follow when funding is available, as appropriate.

4.2.3. The key messages will be communicated in line with details on how people can provide feedback and what happens next.

4.3 COMMUNICATION CHANNELS

4.3.1. To meet the objectives of the Stakeholder Engagement Plan and ensure that all stakeholders are reached, a range of the communication channels indicated in **Table 4-1** will be used, as necessary/appropriate, to complement the engagement activities strategy set out above.

Table 4-1 – Range of Stakeholder Communication Channels

Communication Channel	Detail
Video conferencing	Online meeting platforms such as Microsoft Teams – to facilitate effective, efficient and wide-ranging engagement, particularly with the most influential and high interest stakeholders such as the key decision-makers and technical consultees.
Face-to-face meetings	To enable necessary discussion between the Project Delivery Team and the most influential and interested stakeholders i.e., particularly key decision-makers.
Engagement boards for workshops, public events	To share the route concepts at the consultation events and help visualise the challenges and opportunities.
Stakeholder briefing notes	In-depth or summarised briefing process to help get influential stakeholders on board.
Emails	To share key information and raise awareness of upcoming consultation events and how to get involved in online consultation / dedicated Your Sefton Your Say pages etc.
Leaflets	To provide direct engagement with those that are set to be directly impacted by the changes and/or those who do not have access to or prefer not to use digital communications.

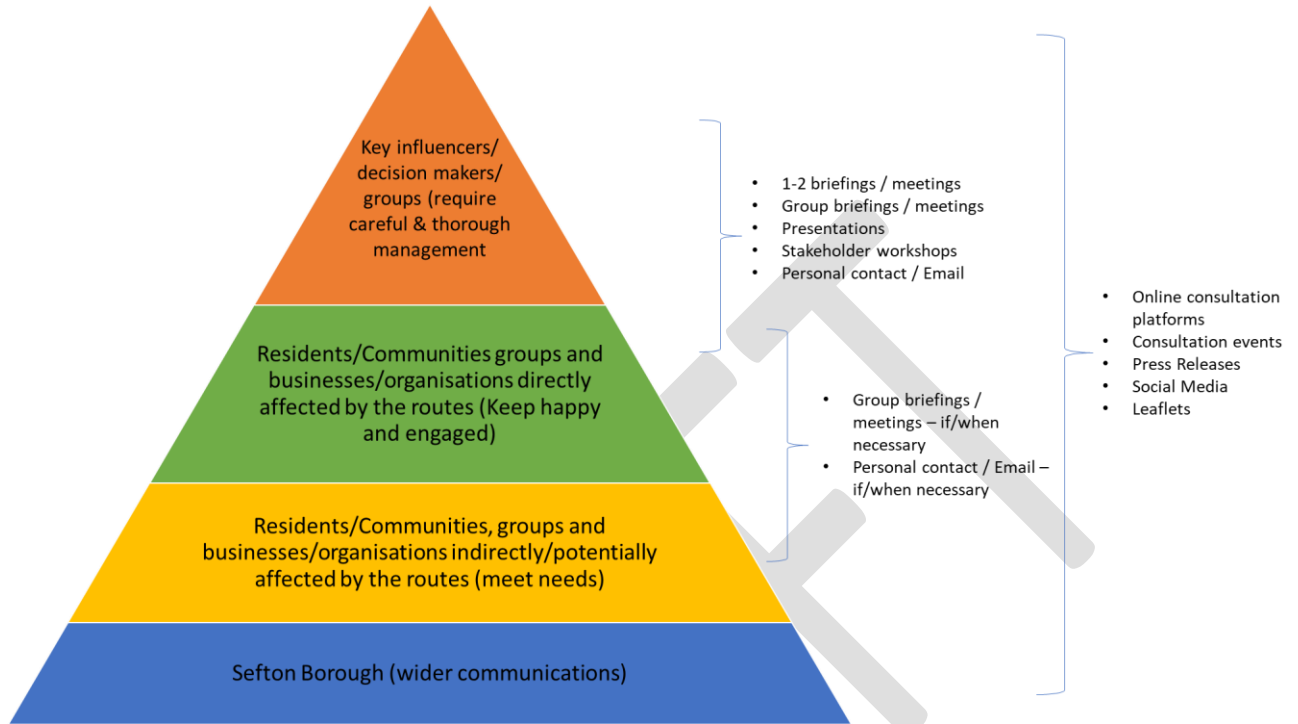
Phone calls	To supplement other communication means when required / requested.
Internet	Online platforms for information sharing: <ul style="list-style-type: none"> - Statements on Council webpages - 'Your Sefton Your Say' pages / 'You said, we did' feedback, - Online questionnaires and/or to provide interactive visual feedback portals.
Public relations & Social Media	Press releases – to engage with the wider Sefton and Liverpool City region. Social media campaigns – to target specific groups with crafted messages.

4.4 AUDIENCES AND AUDIENCE PRIORITISATION

- 4.4.1. Critical to the success of the engagement process and ensuring that the criticisms that have been made in previous relevant consultation are limited, will be the identification of key audiences, the ability to target them with the appropriate level of engagement, tailoring information to alleviate previous concerns that were raised during other consultation and increasing participation to include the wider Sefton population.
- 4.4.2. High interest and influence groups and those who are needed to help the proposals come to fruition are likely to be active and impactful during this process will require a higher level of contact from a communications point of view. This will mean putting greater emphasis on focused meetings and briefings to ensuring these groups are communicated to in the right way, to help achieve overall public support for the LCWIP strategy. Some resident and community groups and the wider Sefton audience will require a different engagement approach, such as via online platforms, press activity and social media.
- 4.4.3. It is appreciated that different stakeholders will have different opinions on the proposals and how they are going to effect them. Therefore, a tailored communications approach will need to be adopted to engage with various audiences.
- 4.4.4. Table 4-1 illustrates the anticipated audience split and what kind of activity and communications tactics may be required for each. At the top of the pyramid are the key influencers (both individuals and groups) who will need more personalised briefings. This will help to contain and respond to their feedback effectively.
- 4.4.5. The second tier represents those that may be directly impacted by the routes. Even though they may not need 1-2-1 interactions, they still need to be carefully considered. The third tier includes those groups that may be indirectly or potentially impacted by the changes. The final audience group is all other stakeholders and the wider Sefton public, which is likely to be the largest group of people that will need communicating to.
- 4.4.6. All activities will be underpinned by consultation events, PR and social media as these are tactics that can be used to engage all audiences. They can also be easily

tailored to ensure each message is being presented in the most suitable, timely and accessible way.

Figure 4-1 - Communication and Activities for Audience Split



4.5 WIDER COMMUNICATION ACTIVITIES

- 4.5.1. Further to the above activities, Sefton undertake wider communication activity relating to the proactive work that the Council is doing to improve sustainable travel, with a focus on behavioural change campaigns. As far as reasonably practical, the approaches will be integrated to ensure streamlined communications to key stakeholders.

5 CHALLENGES AND CONSIDERATIONS

5.1 INTRODUCTION

- 5.1.1. Throughout the LCWIP development process, it will be important to consider wider challenges which may impact on engagement and whether any control measure can be put in place to overcome them or reduce the effect.

5.2 COVID-19 RESTRICTIONS

- 5.2.1. The potential impact of any future COVID-19 restrictions may have on the engagement and consultation need careful consideration, as they will impact on the tools that can be used to engage with our stakeholders and members of the public. The engagement strategy will therefore be updated to reflect any new restrictions, as required.

5.3 DATA PROTECTION

- 5.3.1. It is critical to consider the secure collection, storage and management of stakeholder personal data in compliance with GDPR guidelines.
- 5.3.2. Sefton and the partner organisations with which it works (including WSP) will have due regard to the key principles of the Data Protection Act 1998, which are summarised as follows:
- Personal data shall be processed fairly and lawfully following specific guidelines with measures taken to ensure it is safe;
 - Personal data shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes;
 - Personal data shall be adequate, relevant and not excessive;
 - Personal data shall be accurate and, where necessary, kept up to date; and
 - Personal data shall not be kept for longer than is necessary.
- 5.3.3. All data collected as part of the engagement programme will be stored in a single Stakeholder Database. WSP use robust data management processes, including the use of secure password protected spreadsheets to hold sensitive data. Access is limited to a small number of users which will be managed closely by the project team.

5.4 MIXED COMMUNITY PERSPECTIVES / INTERESTS

- 5.4.1. It is appreciated that there will be a variety of community interests and perspectives on the LCWIP proposals, both negative and positive. For example, these could relate to the principles and objectives of the plan or the proposed network improvements.
- 5.4.2. Based on historic feedback provided as part of consultation exercises for other schemes, there may be particular objections or concerns from stakeholders, particularly due to the nature of the proposals in reducing road space for vehicles to improve walking and cycling accessibility.

- 5.4.3. In order to ensure that all stakeholders have a robust understanding of the benefits of the LCWIP proposals, as well as its potential impacts, the Project Team will ensure there is open dialogue and meaningful engagement, to understand any concerns early on and work with local communities to help mitigate those concerns.

5.5 INCLUSIVENESS AND ACCESSIBILITY

- 5.5.1. A key aim of the engagement is that responses are representative of the local population in terms of age, ethnicity, gender, income and car ownership.
- 5.5.2. The engagement process will need to consider how people who may not normally engage with consultation processes could influence the proposals.
- 5.5.3. Although online events do enable consultation with some hard-to-reach groups (such as time-poor individuals who may prefer to view materials online in their own time), consideration will need to be given to those who do not have suitable access to online facilities (for example, limited Wi-Fi services or who are not comfortable with using online platforms) to ensure they are not prevented from participating in the consultation.
- 5.5.4. Any face-to-face events/drop-in sessions will ensure a fully inclusive and accessible approach. However, to achieve inclusivity and demonstrate that all groups have had the opportunity to engage, it may be necessary to further adapt communication channels and adopt additional practices such as:
- Providing hard copies of information to those without online access – by post and/or at convenient locations such as libraries and public buildings.
 - Supporting phone calls to talk through information.
 - Providing different formats - for people with impairment or disabilities and translated versions / easy-read versions as appropriate.
 - Running consultations at different times to suit different schedules such as families or working individuals.
 - Reaching seldom heard groups via third party organisations / relevant community groups.
 - Running relevant Focus Groups/Workshops for those who may benefit/be influenced day-to-day by agreed detailed routes/improvements, as necessary. For example, e.g., Young People, Older People, Asian women, Deaf community etc.
- 5.5.5. The inclusiveness and accessibility strategy will also reflect on any lessons learned by the Council and other stakeholders who may be able to provide helpful advice on best approaches to engaging different communities. For example, the work recently undertaken by the Council and WSP for the Department for Transport's Active Travel Social Prescribing bid will be used to identify and engage with volunteer and council-led groups working in the community. Many of these groups support people who do not currently feel able to take up active travel, and so are currently unable to access the physical and mental health benefits which walking and cycling can bring. Contacts for these groups, including Active Travel Social Prescribing Specialists, who work in the Sefton community have been included in the stakeholder

matrix/database and will help to inform / ensure the inclusiveness and accessibility strategy for the LCWIP stakeholder engagement.

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6 REPORTING

- 6.1.1. Following the close of stakeholder engagement activities, all stakeholder and community feedback will be collated and analysed. This will enable a summary of the key issues, concerns and comments determined through the consultation with all stakeholder groups. This information will be used to produce a summary consultation report which will feed into the finalisation of the LCWIP.

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APPENDIX A: STAKEHOLDER MAPPING

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APPENDIX B: STAKEHOLDER MATRIX

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