Stantec

Transport Planning Support Services – A new Regional Transport Strategy for the SEStran region

Consultation and Engagement Plan

Report Date

03/02/2021

Prepared for:

SEStran

Prepared by:

Stantec Ltd

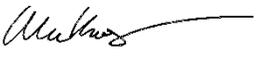| Revision	Date	Description	Author		Quality Check		Independent Review	
1.1	22/01/2021	Consultation and Engagement Plan – Internal Use Only	Chris Paterson	CP	Alec Knox	AK	Alec Knox	AK
1.2	25/01/2021	Consultation and Engagement Plan	Chris Paterson	CP	Alec Knox	AK	Alec Knox	AK
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Table of Contents

1.0   INTRODUCTION

1.1   OVERVIEW

Stantec Ltd was appointed by SEStran to deliver the Transport Planning Support Services - A New Regional Transport Strategy for the SEStran Region study in January 2021. Within our initial submission we outlined our proposed views on what level of consultation would be appropriate. Following appointment, and discussion with SEStran, we are pleased to provide this **Consultation and Engagement Plan** which expands on the initial information contained in the ITT response, refines our approach and describes in further detail the methodologies and programme to be adopted in delivering the plan, within the overarching RTS timescales.

1.2   BACKGROUND

We believe that consultation and engagement is an essential element in the development of any transport strategy. It ensures that the knowledge, ideas and experiences of people that live and work in a town, city or region are the basis for the development of policy and strategy that will meet their future needs. Consultation needs to be inclusive and assist in the resolution of tensions between different interest groups by including all views at an early stage. Continued engagement with stakeholders and affected groups ensures transparency in decision-making and allows them to feed into and influence the process, encouraging buy-in from stakeholders. We have developed this Consultation and Engagement Plan which will ensure all relevant groups are able to feed into the process and inform the development of the RTS.

This Consultation and Engagement Plan will:

- Establish a list of bodies to be consulted;
- Identify the issues to be considered;
- Assimilate consultation and engagement activities with the relevant bodies and appropriate issues, to the specific key stages of the overarching RTS;
- Develop and describe the consultation and engagement techniques to be employed throughout the study;
- Devise the appropriate recording and monitoring processes to support the ongoing and final reporting of the outcomes of the key consultation and engagement processes / study stages;
- Identify any perceived and actual risks associated with the Plan; and
- Set out our approach to further developing the "consultation and engagement activities" and devising the "appropriate recording and monitoring processes" based on best-practice guidelines and our extensive experience from a range of consultation methods, techniques and processes.

1.3   PLAN FORMAT

This Consultation and Engagement Plan is set out as follows:

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Introduction

- Chapter 2   Roles and Responsibilities
- Chapter 3   Overview of Approach
- Chapter 4   Stakeholders and Consultees
- Chapter 5   Consultation & Engagement Approach
- Chapter 6   Work Programme
- Chapter 7   Next Steps

In summary, the plan will establish: the organisations consulted; issues raised, including risks; levels of support and opposition; contributions to delivery; and recording and analysis of key findings from each Consultation stage and output.

2.0 ROLES AND RESPONSIBILITIES

2.1 STANTEC TEAM

3.1.1 The Stantec project management team for the RTS Study is comprised of:

- Scott Leitham – Project Director; and
- Alec Knox – Project Manager.

Chris Paterson is our dedicated Consultation and Engagement Manager, and has responsibility for all elements of consultation. Chris will be responsible for the following:

- Developing and agreeing the full Consultation and Engagement Plan with SEStran; and
- Planning and attending events (presently most of these will require to be virtual), developing an ongoing work programme, monitoring consultation progress, corresponding with stakeholders and reporting to the Project Manager and wider team.

Once the Consultation and Engagement Plan is agreed with SEStran, Chris will provide weekly updates to the Project Management team benchmarking progress undertaken against the Plan's programme, advising on next steps and, where relevant, any emerging risks. In turn, the Project Manager will determine whether any emerging risks should be relayed to SEStran and liaise with your internal Project Manager accordingly.

Stantec has set up a project-specific email address for consultation activities, the account of which will be managed primarily by Chris but with support from a dedicated staff member within our administration team. Alec as project manager will also have access and management rights to the account. All communications to stakeholders will go out from this address and responses will be managed and filed accordingly. The email address is Sestran_RTS@Stantec.com.

2.2 PARTNERSHIP WORKING WITH SESTRAN

Truly effective and meaningful consultation requires wider awareness raising to ensure all relevant groups are informed and, more importantly, have the opportunity to participate effectively. As such, we recognise that SEStran's relationships with key organisations and partners, will lend value and credibility to the consultation process throughout the study, and with which Stantec may be less effective in isolation. We'll therefore capitalise on SEStran's contacts and established relationships and will seek to work in partnership for the duration of the study, to seek the best value and efficiencies from the process.

Our mandate for collaborative and partnership working within the context of consultation and engagement will be:

- Work together with SEStran to build a master stakeholder contact list as a source for all main consultees, and add new or emerging consultees throughout the duration of the study;

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Roles and Responsibilities

- Utilise SEStran social media and website support to promote and enhance consultation and engagement activities; and
- Request that SEStran agree a suitable arrangement with key partners, such as: local authorities, public transport operators, Abellio ScotRail and others to re-publicise and promote any consultation events and activities on behalf of Stantec and the project team.

3.0   OVERVIEW OF APPROACH

3.1   OVERVIEW

For a commission such as this it will be important to ensure stakeholders are part of the process and can actively contribute rather than engagement being thought of as a 'box ticking' exercise. Whilst ensuring that consultation is inclusive and is built into the wider programme to allow engagement throughout each key stage of the project, it is equally important that consultation and engagement is effective, makes best use of resources and also seeks to avoid consultation fatigue amongst those being consulted. It is thus crucial that consultation is undertaken not for its own sake but to specifically meet the requirements of different stages in developing a project. We are adept at using innovative methods to achieve good access and meaningful engagement.

Despite extensive skills in the aforementioned methods of engagement, it is important to recognise that we are currently living within the COVID-19 pandemic. In recent months, our team has utilised IT solutions to allow us to provide virtual workshops and meetings allowing clients to dial in by simply following a web link. Our capabilities now allow virtual workshops for up to **100 attendees at a time**, where we can provide presentations, file shares, online schematics and videos with our audience. We can open the floor to audience participation and discussion on the topic, with our host being able to control each participant's microphone to guard against multiple people talking at once. We can also provide multiple presenters meaning that the session is not reliant upon one single host but rather we can bring the skills of the team to each meeting. This solution is not reliant upon *'Skype'* or *'Microsoft Teams'* and the only systems requirements are a stable internet connection. We have successfully used this tool on several projects, meaning projects can continue remotely whilst clients and stakeholders are working from home. We can therefore host virtual workshops and webinars for key groups, transport operators, local authority partners or elected officials. We can also use the software for one-to-one virtual meetings, providing key files and presentations in the process.

At least for the early stages of the project, due to the ongoing pandemic we will therefore undertake as much engagement as possible remotely – without the requirement for face-to-face meetings which people may not yet be comfortable with.

In addition to these virtual workshop sessions where stakeholders are participating with our moderator, we have also developed **'*Stantec Virtual Engage'*** which allows our experts to work with you to design and build a bespoke visual platform that showcases a compelling visual presentation of the project, while capturing meaningful feedback from the public and stakeholders to help inform the decision-making process.

The virtual consultation is a personalised 360° space which allows users to easily navigate all the consultation material you would expect from an in-person consultation, online at their convenience. We will work with you to create interactive content including maps, plans and videos which are custom branded to suit the project. The figure below shows an example live platform where users can move around and click on appropriate material which has been prepared for the purposes of the consultation.

Overview of Approach

Figure 1 Online Exhibition Example

We make it easy for the audience to connect through the use of embedded feedback forms and live chat rooms. Our aim is to make the consultation as accessible and attractive as possible and encourage feedback.

Key features include:

- Fully customisable – select from a range of virtual designs or create your own using 360 photography
- Interactive project display boards
- Video clips and interactive graphics
- Orthographic 3D models
- Live chat
- Surveys and feedback forms
- Accessible on laptop, mobile and tablet
- GDPR compliant

3.2   KEY PHASES

While we provide further details across each of the key phases of the RTS below, our consultation approach can be summarised as follows:

- During the **Case for Change** phase we will supplement information gleaned from the MIR work with a proportionate engagement programme designed around capturing views on problems, issues, constraints and opportunities, consistent with STAG. In order to do this, we will provide a series of virtual workshops, individual telephone calls / Teams video calls with key stakeholders and issue
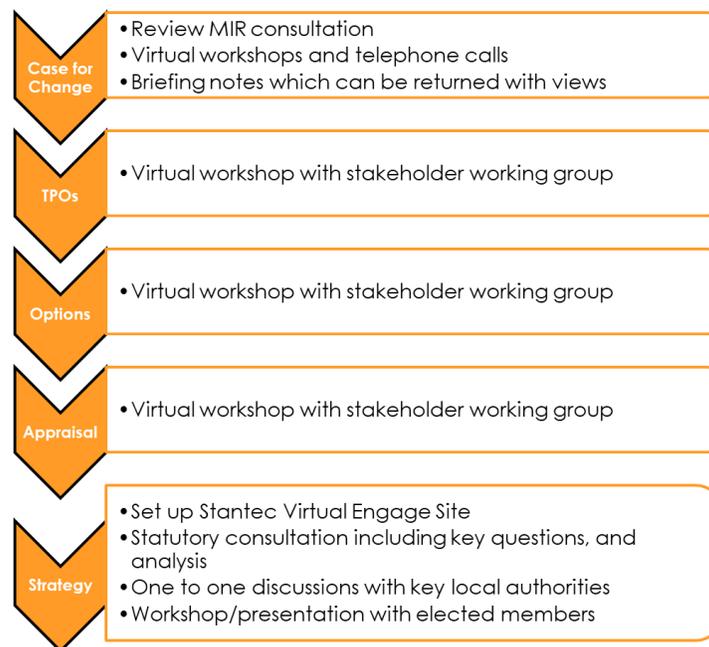
briefing notes with opportunities to comment to remaining stakeholders. This information will be further supplemented by a public survey.

- During the intermediate periods including setting **Transport Planning Objectives, Option Generation** and **Appraisal** we will establish a key stakeholder working group. This will be limited to critical stakeholders who can act as a '**sounding board**' and provide a focussed steer and challenge role to strategy development. We propose to host information presentation workshops to this group at each of these key phases.

- As we **present the Strategy to you in draft** we will prepare for formal consultation. As part of this we will prepare an **online Consultation Hub**, in the Stantec Virtual Engage format previously highlighted. This will form the gateway to the consultation from where stakeholders and the public can access the document itself, a range of key questions and other supplementary materials. In addition to the Consultation Hub we also propose to engage directly with each key local authority on a one-to-one basis and provide a workshop / presentation for elected members.

Our approach is summarised in Figure 2 below and more detailed explanation is provided in the following sections.

Case for Change	• Review MIR consultation • Virtual workshops and telephone calls • Briefing notes which can be returned with views
TPOs	• Virtual workshop with stakeholder working group
Options	• Virtual workshop with stakeholder working group
Appraisal	• Virtual workshop with stakeholder working group
Strategy	• Set up Stantec Virtual Engage Site • Statutory consultation including key questions, and analysis • One to one discussions with key local authorities • Workshop/presentation with elected members

Figure 2 Overview of Approach to Consultation

4.0 STAKEHOLDERS

Within our initial tender submission we included stakeholders who were noted within the brief but also others which we feel would be important to have an element of engagement with during the RTS process. Through the Project Inception process further stakeholders have been identified in addition to those initially included in our tender submission. We have therefore included each stakeholder and placed into key groups as can be seen in Figure 3 below.

SEStran and Advisors	Key Stakeholders	Neighbouring Authorities	Public Sector Organisations	Community Health and Social Care	Community Planning Partnerships	Regional Transport Partnerships
• RTS Steering Group and SEStran Partnership Group	• City of Edinburgh • Clackmannanshire • East Lothian • Falkirk • Fife • Midlothian • Scottish Borders • West Lothian	• North Lanarkshire • South Lanarkshire • Dumfries and Galloway • Stirling • Perth and Kinross • Dundee	• SESplan • COSLA • Scottish Enterprise • SNH • SEPA • NHS • City Region Deals • Growth Deal Programmes • Sustainable Scotland Network • DWP • MaaS	• City of Edinburgh • Clackmannanshire and Stirling • East Lothian • Falkirk • Fife • Midlothian • Scottish Borders • West Lothian	• Edinburgh Partnership • Clackmannanshire Alliance • East Lothian Partnership • Falkirk CPP • Fife Community Planning • Midlothian CPP • Scottish Borders CPP • West Lothian CPP	• ZeTRans • HiTrans • Nestrans • TACTRAN • SPT • Swestrans

Transport Industry

• Transport Scotland
• ScotRail
• Network Rail
• Virgin
• LNER
• Serco
• Cross Country
• First Trans Pennine Express
• Railfutures Scotland
• Transport for Edinburgh
• Lothian Buses
• First Bus
• Stagecoach
• Megabus
• Scottish Citylink
• Local Bus Operators
• CPT
• Edinburgh Airport
• Taxis
• Freight Industry
• Forth Ports

Shared Mobility	Business and Tourism	Equalities and Accessibility	Emergency Services	Education	Active Travel
• Community Transport operators • CoMo UK • Community Transport Association • LiftShare	• Chamber of Commerce (each) • Federation of Small Businesses • Visit Scotland • Historic Scotland • Local Tourism Groups	• Youth Parliament • RNIB Scotland • Disability Equality Scotland • Mobility and access committee for Scotland (MACS) • Age Scotland • Scottish Accessible Transport Alliance • Young Scot	• Police Scotland • Scottish Fire and Rescue • Scottish Ambulance Service • British Transport Police	• University of St Andrews • University of Edinburgh • Heriot Watt University • Napier University • Queen Margaret University • Stirling University • West Lothian College • Borders College • Edinburgh College • Fife College • Forth Valley College • Newbattle College • SRUC	• Sustrans • Cycling Scotland • Paths for All • Living Streets • Spokes • Cycle hire facilitators • Local walking/cycling groups • Central Scotland Green Network Trust

Community	Elected Officials
• Each Community Council • Public	• MPs • MSPs • Elected Councillors

Figure 3 Summary of Stakeholders

Our first task will be to build a master stakeholder list which can also function as a logging tool. The stakeholder list will be a form of register which contains key contacts and contact details for each stakeholder and associated organisation, alongside a log of when each is contacted, dates of responses received and method of consultation used. This register will be updated throughout the process, ensuring a transparent log of all correspondence is available.

Due to the requirement to store contact details, the log will be password protected and stored on our secure servers in line with GDPR procedures.

An initial task for Stantec will be the production of the master spreadsheet, populated with contacts that we are currently privy to. We will share this working list with SEStran to allow you to provide further contacts who SEStran may regularly engage with, and ensure you are happy with each of the key named officers / individuals to be contacted.

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Stakeholders

This step will also afford you the opportunity to provide any further stakeholders who Stantec may not have considered. The initial list will be based upon that set out in Table 1.

Table 1 Master Stakeholder List

Group	Consultee
SEStran and Advisors	RTS Steering Group and SEStran Partnership Board
Member Authorities – Chief Executives	City of Edinburgh
	Clackmannanshire
	East Lothian
	Falkirk
	Fife
	Midlothian
	Scottish Borders
	West Lothian
Neighbouring Authorities	North Lanarkshire
	South Lanarkshire
	Dumfries and Galloway
	Stirling
	Perth and Kinross
	Dundee
Regional Transport Partnerships	ZeTRans
	HiTrans
	Nestrans
	TACTRAN
	SPT
	Swestrans
Transport Industry	Transport Scotland
	ScotRail
	Network Rail
	Virgin (West Coast)
	LNER (East Coast)
	Serco (Caledonian Sleeper)
	Cross Country
	First Trans Pennine Express
	Railfutures Scotland
	Transport for Edinburgh
	Lothian Buses
	First Bus

Stakeholders

	Stagecoach
	Megabus
	Scottish Citylink
	Borders Buses Ltd
	Local Bus Operators (e.g. Prentice, Moffat & Williamson, etc)
	Scottish Association for Public Transport
	CPT
	Edinburgh Airport
	Edinburgh Airport Consultative Committee (EACC)
	Freight Transport Association
	Road Haulage Association
	Taxis
	Logistics and Freight Forum
	Forestry Commission
	Rail Freight Group
	Direct Rail Services
	Freightliner Limited
	Forth Ports
	Scottish Canals*
Shared Mobility Provider	Community Transport Operators
	CoMo UK
	Community Transport Association
	LiftShare
	SESplan
	COSLA†
	Scottish Enterprise
	SNH
	SEPA
Public Sector Organisations	NHS Lothian, Borders, Fife, Forth Valley
	Edinburgh & South East Scotland City Region Deal Programme Management Office
	Falkirk Growth Deal Programme Management Office
	Borderlands Inclusive Growth Deal Programme Management Office
	Stirling and Clackmannanshire City Region Deal

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* Scottish Canals may be grouped with Active Travel
† Tbc whether COSLA will be contacted

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Stakeholders

	The Sustainable Scotland Network
	DWP
	MaaS
Active Travel	Sustrans
	Cycling Scotland
	Paths for All
	Living Streets
	Cycle hire facilitators
	Local walking/cycling groups
	Spokes
	Central Scotland Green Network Trust
Community Health and Social Care	City of Edinburgh
	Clackmannanshire and Stirling
	East Lothian
	Falkirk
	Fife
	Midlothian
	Scottish Borders
	West Lothian
	Integrated Mobility Forum
	Equalities and Healthcare Forum
Community Planning Partnerships	Edinburgh Partnership
	Clackmannanshire Alliance
	East Lothian Partnership
	Falkirk CPP
	Fife Community Planning
	Midlothian CPP
	Scottish Borders CPP
	West Lothian CPP
Business and Tourism	Chamber of Commerce (each)
	Federation of Small Businesses
	Visit Scotland
	Local Tourism Groups
	Historic Scotland
Elected Officials	MPs
	MSPs
	Elected Councillors
	Community Councils

Stakeholders

Public	Public
Equalities and Accessibility	Youth Parliament, MYSP's
	RNIB Scotland
	Disability Equality Scotland
	Mobility and access committee for Scotland (MACS)
	Age Scotland
	Scottish Accessible Transport Alliance
	Young Scot
Emergency Services	Police Scotland
	Scottish Fire and Rescue
	Scottish Ambulance Service
	British Transport Police
Education	University of St Andrews
	University of Edinburgh
	Heriot Watt University
	Napier University
	Queen Margaret University
	Stirling University
	West Lothian College
	Borders College
	Edinburgh College
	Fife College
	Forth Valley College
	Newbattle Abbey College
	SRUC (Oatridge Agricultural College)

Before any work begins in earnest, we would suggest that SEStran issues a short email to all stakeholders providing background to the project and to make stakeholders aware that you have appointed Stantec, and to expect communications from our team in the future.

We have found that this small step can be useful, acting as a primer, and negating the requirement for a 'cold call'.

5.0   CONSULTATION AND ENGAGMENT APPROACH

5.1   INTRODUCTION

Our Inception Report sets out our full methodology for undertaking the development of the new RTS. This has been developed around the 10 tasks identified in the Invitation To Tender which are:

- Task 1 – Project Management and Support
- Task 2 – Engagement and Consultation
- Task 3 – STAG Case for Change Appraisal
- Task 4 – Vision and Transport Objectives
- Task 5 – Policies
- Task 6 – Strategic Environmental Assessment
- Task 7 – Impact Assessments
- Task 8 – STAG Preliminary Options Appraisal
- Task 9 – Draft RTS preparation and consultation
- Task 10 – Finalising the Strategy

An overview of the approach to Task 2 – Engagement and Consultation is provided in the Inception Report. This is broken down into four sub-tasks which are:

- 2A: Case for Change Stakeholder Consultation
- 2B: Case for Change Public Survey
- 2C: Transport Planning Objectives, Options and Appraisal Consultation
- 2D: Draft Strategy Consultation

This Consultation and Engagement Plan subsequently provides additional details about the methodology to be used to deliver these tasks building upon what is set out in the Inception Report.

5.2   TASK 2A: CASE FOR CHANGE STAKEHOLDER CONSULTATION

Our approach to stakeholder engagement throughout the Case for Change element will include the following activities:

- **Review Engagement carried out during MIR:** Desk based exercise to understand and review the engagement which was undertaken to inform the MIR. Not only will this allow an understanding of any initial findings but also reveal any issues or indeed benefits of the previous consultation, as well as a list of stakeholder contacts who have already contributed to the process. This will ensure consistency as we proceed.
- **Multi-Service Meeting / Workshops:** primarily aimed at the local authorities within the SEStran area, but also suitable for wider representatives of groups with similar interests, e.g. active travel. For those local authorities taking part we would recommend an individual workshop for each SEStran constituent council, populated by officers from transport, planning, economic development, the

Consultation and Engagment Approach

    Community Planning Partnership and any other interested parties. These workshops will be undertaken remotely.

- **Individual Meetings:** over the phone / Teams calls pre-arranged telecons with nominated individuals or representatives
- **Briefing & Opportunity to Comment:** provision of briefing material and specific response options. We have found that this is useful to cover stakeholders who may not be termed as key, providing a vehicle for them to engage with the study and feed in. We have assumed that this would be an appropriate way to engage with e.g. Community Health and Social Care Partnerships and Community Planning Partnerships. We will tailor these briefing documents both to general stakeholders, but also make a separate version which can be circulated to elected members such as MPs, MSPs and local councillors, should you wish elected officials to be included.

Given that there may be an element of consultation fatigue amongst stakeholders, particularly in the light of recent NTS2 and STPR2 consultations, we propose utilising meetings and discussions to capture not only views on **problems and issues**, but also potential **opportunities, regional priorities** and **options** that stakeholders may be aware of at this early stage.

The main thrust of Case for Change engagement will be to gather a comprehensive understanding of the full range of regionally-focussed problems, issues, constraints and opportunities across the area. We have set out how we will establish the NTS2-based policy context, draw on the MIR's analysis of the factual position with respect to the socio-economics of the area and the transport networks, and set out the potential medium term 'disruptors'. This context and analysis will be used to steer and provide focus to the engagement process. Implicit in the above point, whilst there will be a focus on current issues, it will be equally important to consider potential future transport-related issues facing the area. These will be in response to proposed housing, business and commercial developments, COVID-19, technology and behavioural change. If the future problems are better understood, it will be easier to identify options that address and meet future needs.

This information will be set out in briefing notes which will be prepared for each workshop. These notes will be prepared using information gained from the baseline workstream and will be prepared using infographics and diagrams where appropriate to make it user friendly. We have used this approach successfully on a number of recent projects including our work with SPT on their RTS.

Whilst there will be many themes consistent between stakeholders, there may be instances where an issue, problem or constraint for one particular group represents an opportunity for another. The purpose of this early consultation will be to fully understand all issues to prepare the Case for Change. During consultations we will request any data that may be available from stakeholders, which again will be considered as part of the evidence base for the RTS.

The other key benefit of this initial engagement task will be to build relationships between the project team and each stakeholder. Our experience shows that if stakeholders feel there is an approachable relationship between both parties, working practices and information flows become much easier.

In order to facilitate workshops and interviews, we will prepare theme formats to ensure information is captured in a consistent manner and no topics are missed. Key topics will include:

Consultation and Engagment Approach

- Current and future problems, issues, opportunities and constraints related to the transport network (supply side) and how this impacts on travel behaviour and choices – multi-modal questions including road, bus travel, rail and active modes – these will also be grouped around NTS2 priorities
- Develop an understanding of which groups are affected by transport problems and opportunities not being realised – this will feed Impact Assessment
- How any issues raised support or impact upon local, regional and national connectivity
- How any problems and issues raised have consequences for society (accessibility and social inclusion including inclusive growth) and environment
- Whilst individual interviews will be tailored to the respondent, interviews will follow a similar structure, ensuring consistency of approach

The above structure is consistent with our Problems Framework as outlined in the Inception Report, the intention being that responses from stakeholders are presented within the structure of this Framework.

Having discussed the problems and opportunities, the second part of each meeting or workshop will cover regional priorities and option generation. This will provide an opportunity for stakeholders to bring forward existing aspirations and new ideas which they feel that the RTS should consider. To provide structure, we will separately discuss:

- policy & regulatory options
- revenue options
- capital options

Option generation can also be tackled by mode to provide further structure based on the NTS2 Hierarches. Prior to these meetings, we will discuss with SEStran how this process should be scoped, but at present we envisage that the stakeholders should be encouraged to bring forward as full a list of measures as they wish (e.g. including those which may fall under STPR2). We will then feed these into the evolving long-list prior to the initial sift. For the constituent local authorities, we will have collated their current aspirations from the policy review and will seek to confirm them through the consultation. For the record, we will supply this prior to the meeting.

Engagement with the Business Community

At this stage, we do not feel a business survey is required. Business surveys can be difficult to gather appropriate levels of responses due to their very nature: often small businesses will fail to see the relevance, and appropriate people will not be asked to complete the survey on behalf of larger businesses. Instead, we will look to engage with groups who speak on behalf of the business community such as each of the local Chamber of Commerce groups, Confederation of British Industry and the Federation of Small Businesses. We will not limit this engagement to these groups but look to include any relevant organisations in the area which represent local businesses. We will work with SEStran to identify relevant organisations.

Specific Consultation Measures

As outlined above, we have proposed numerous consultation techniques to allow us to target the wide range of stakeholders. Clearly a one size fits all approach is neither feasible nor appropriate and as such

Consultation and Engagment Approach

we have allocated key groups a specific consultation method which we feel will allow us the optimum level of engagement for each. Our proposed engagement approach for each can be seen in Table 2 below.

Table 2 Method of Stakeholder Consultation

Group	Consultee	Method of Consultation
SEStran and Advisors	RTS Steering Group and SEStran Partnership Board	Individual or joint workshops as appropriate
Member Authorities	City of Edinburgh	Individual Workshops
	Clackmannanshire	
	East Lothian	
	Falkirk	
	Fife	
	Midlothian	
	Scottish Borders	
	West Lothian	
Neighbouring Authorities	North Lanarkshire	Telephone Discussions
	South Lanarkshire	
	Dumfries and Galloway	
	Stirling	
	Perth and Kinross	
	Dundee	
Regional Transport Partnerships	ZeTRans	Telephone Discussions
	HiTrans	
	Nestrans	
	TACTRAN	
	SPT	
	Swestrans	
Transport Industry	Transport Scotland	Individual virtual meetings or telephone calls.
	ScotRail	Individual virtual meetings or telephone calls.
	Network Rail	Individual virtual meetings or telephone calls.
	LNER (East Coast)	Briefing Note
	Serco (Caledonian Sleeper)	
	Cross Country	
	First Trans Pennine Express	
	Railfutures Scotland	
	Transport for Edinburgh	

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Consultation and Engagment Approach

	Lothian Buses	Individual virtual meetings or telephone calls.
	First Bus	
	Stagecoach	
	Megabus	Briefing Note
	Scottish Citylink	
	Borders Buses Ltd	
	Local Bus Operators (e.g. Prentice, Moffat & Williamson, etc)	
	Scottish Association for Public Transport	
	CPT	Individual virtual meetings or telephone calls.
	Edinburgh Airport	
	Edinburgh Airport Consultative Committee (EACC)	
	Freight Transport Association	
	Road Haulage Association	
	Forth Ports	
	Taxis	Briefing Note
	South East – BEAR Scotland	
	Scottish Canals‡	
	Logistics and Freight Forum	
	Forestry Commission	
	Rail Freight Group	
	Direct Rail Services	
	Freightliner Limited	
Shared Mobility Providers	Community Transport Operators	Briefing Note
	Community Transport Association	
	CoMo UK	
	LiftShare	
Public Sector Organisations	SESplan	Individual virtual meetings or telephone calls
	COSLA§	
	Scottish Enterprise	Individual virtual meetings or telephone calls
	SNH & SEPA**	
	Historic Scotland	Workshop

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‡ Scottish Canals might be grouped with Active Travel
§Tbc whether COSLA will be contacted
** Coordinate with EIA preparations

Consultation and Engagment Approach

	Visit Scotland	
	NHS Lothian, Borders, Fife, Forth Valley	Briefing Note
	Edinburgh & South East Scotland City Region Deal Programme Management Office	
	Falkirk Growth Deal Programme Management Office	
	Borderlands Inclusive Growth Deal Programme Management Office	
	Stirling and Clackmannanshire City Region Deal	
	The Sustainable Scotland Network	
	Department of Works and Pensions (DWP)	Briefing Note
	MaaS	Briefing Note
Active Travel	Sustrans	Single Active Travel Workshop
	Cycling Scotland	
	Paths for All	
	Living Streets	
	Cycle hire facilitators	
	Spokes	
	Local walking/cycling groups	
	Central Scotland Green Network Trust	
Community Health and Social Care	City of Edinburgh	Briefing Note
	Clackmannanshire and Stirling	
	East Lothian	
	Falkirk	
	Fife	
	Midlothian	
	Scottish Borders	
	West Lothian	
	Equalities and Healthcare Forum	Briefing Note
	Integrated Mobility Forum	Briefing Note
Community Planning Partnerships	Edinburgh Partnership	Briefing Note
	Clackmannanshire Alliance	
	East Lothian Partnership	
	Falkirk CPP	
	Fife Community Planning	
	Midlothian CPP	
	Scottish Borders CPP	

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Consultation and Engagment Approach

	West Lothian CPP	
Business and Tourism	Chamber of Commerce (each)	Briefing Note
	Federation of Small Businesses	Briefing Note
	Historic Scotland	Workshop
	Visit Scotland	
	Local Tourism Groups	Briefing Note
Elected Officials	MPs	Briefing Note
	MSPs	
	Elected Councillors	
Public	Community Councils	Briefing Note
	Public	Public Survey
	Young People – Youth Parliament	Briefing Note
Equalities and Accessibility	Youth Parliament, MYSP's	Briefing Note
	RNIB Scotland	
	Disability Equality Scotland	
	Mobility and access committee for Scotland (MACS)	
	Age Scotland	
	Scottish Accessible Transport Alliance	
	Young Scot	
Emergency Services	Police Scotland	Briefing Note
	Scottish Fire and Rescue	
	Scottish Ambulance Service	
	British Transport Police	
Education	University of St Andrews	Briefing Note
	University of Edinburgh	
	Heriot Watt University	
	Napier University	
	Queen Margaret University	
	Stirling University	
	West Lothian College	
	Borders College	
	Edinburgh College	
	Fife College	
	Forth Valley College	
	Newbattle Abbey College	
	SRUC (Oatridge Agricultural College)	

Consultation and Engagment Approach

5.3   TASK 2B: PUBLIC SURVEY

Alongside engagement with key stakeholders we will provide an easily accessible, online public survey. We will ensure the survey is open to all and will afford us the opportunity to tap into the views, experiences and requirements of the public. We will devise a questionnaire format which includes the following points:

- Place of residence (town/area)
- Whether the respondent uses specific modes (car, bus, rail, walking / cycling)
- Main mode of travel on day-to-day basis
- Current regional travel behaviours
- Anticipated post COVID-19 travel behaviours
- Locations (and journey purpose) which the respondent would like to travel to but transport options are not currently available
- Reasons for not currently using specific transport modes
- Opportunities not realised due to current transport provision
- Key problems and issues when travelling in the area, and how each impact on the respondent
- Early views on potential regional priorities for the RTS - this will include using an option slider, which allows the reader to proportionally assign 100 points across a range of pre-defined priorities
- Suggested transport options which could positively impact on the respondent

We will devise the survey and work with SEStran to refine, before testing and running within SurveyMonkey software.

There will be a requirement to raise awareness of the survey. In areas of larger populations we would recommend raising awareness through conventional advertising and social media. For example, we will design posters, flyers and electronic documents to be displayed by SEStran and constituent member authorities in key locations and used to advertise the survey in both local newspapers and SEStran's social media accounts as well as its website. We have enjoyed success using this method previously, but it did require our client to be proactive in publicising our survey to raise awareness.

5.4   TASK 2C: TRANSPORT PLANNING OBJECTIVES, OPTIONS AND APPRAISAL CONSULTATION

Considering issues around stakeholder fatigue, we will undertake limited consultation with a select panel of key stakeholders during the above phases. In order to do this, we would look to establish a key working group who could be used as a *'sounding board'* and directional check / external challenge to ensure the wider body of stakeholders should be broadly happy with the strategic direction of the RTS. We recommend that this group is made up of no more than 12 organisations, as it purely offers a steer. Whilst we will discuss the composition of the group with you prior to issuing any invites, we would suggest it should include a mix of people external to the core project Client Group.

Consultation will be undertaken in the form of a two-hour workshop, open to all members of the Client Group and Sounding Board. The workshop would be run virtually using our bespoke software and would

Consultation and Engagment Approach

include a presentation from the Stantec team on the relevant stage of the study, progress to date and issues to be considered. The workshop would then be structured to allow open discussion around the topics and ideally generate a consensus of approach from the group.

In order to validate each workshop, Stantec will provide a concise paper which summarises the views expressed within each workshop, and pass to stakeholders to approve and provide any further comment.

5.5   TASK 2D: DRAFT STRATEGY CONSULTATION

During the development of the draft strategy consultation we will undertake a series of individual meetings with transport officers from each member authority. The purpose of the meetings will be to provide an early indication of where we expect the Strategy to develop, including key messages and themes. We will use these sessions to work with member authorities to ensure appropriate messages are built into the RTS, ensuring acceptability to all as far as possible. We also propose to host an event with elected members, including councillors, MSPs and MPs who have an interest in the study. Again, this will allow elected members foresight of the direction in which the Strategy is headed alongside an explanation of why key messages and themes are being followed.

Following the production of the draft Strategy, it will be made available for formal statutory consultation for a 12-week period via the Stantec Virtual Engage Consultation Hub described previously. We will work with SEStran to design an appropriate consultation feedback mechanism which will allow collation of views in a structured format. We recognise that this will not always be appropriate for some stakeholder organisations who may submit 'open letters' - however it will be crucial to ensure responses from the public are received in a structured and manageable format. As part of this process, we will also work with SEStran to populate and deliver a consultation log which is a key component of the formal consultation process.

At Stantec, **we now have the capability to analyse Twitter posts**. As part of this full consultation process, we propose to create and publicise a project hashtag (e.g. #GoSEStranRTS). People can then use this hashtag to post comments about the Draft RTS. We will then use our analytical tools to extract and analyse these posts. The routines use machine learning to collate and analyse these responses, creating high quality visual outputs in the process. This approach could also be employed during the earlier public consultation phase of the project.

Upon conclusion of the consultation period, we will work through the comments and agree with SEStran a series of actions which should be taken to ensure all issues raised have been considered and actioned within the final document where appropriate. The process for appropriate collation and management of feedback and views in a structured format is outlined in the following section.

5.6   CONSULTATION LOGGING, ANALYSIS & REPORTING

We will devise a framework for logging, monitoring and analysing responses for all key stages of the study. We propose a series of open questions on a variety of topics at individual stages. Such an approach will structure responses far more efficiently than a simple open-ended response form. We will work with SEStran to develop the themes which should be considered.

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Consultation and Engagment Approach

Prior to any data analysis being undertaken, we will set up a response log system which will be updated throughout the project. This will include the following fields:

- Unique identification of each response
- Stakeholder or public response and name
- Notes of topics included within response
- Links to any reply sent
- Note/link to documentation on any changes made to the strategy in response to the consultation

Data will be analysed using a *grounded theory approach* wherein all of the responses will be read by our research staff and the core messages highlighted and extrapolated. These will then undergo an assimilation process so that similar responses are clustered together which can then be analysed to provide summary findings. This approach means that the findings are grounded in the data instead of the data being assigned to arbitrary pre-codes or reduced to numerical data. We will also provide an indication of the prevalence of the feelings expressed in the qualitative findings to give an indication of the frequency with which similar sentiments are raised by respondents. This thematic analysis will expose underlying concepts and themes that emerge from the work. Where appropriate, data will be reported *verbatim* to highlight stakeholders' sentiments, with supporting commentary offering an interpretative framework for responses. This all provides a themed analysis which captures concepts and ideas. For responses from key stakeholders, we will provide a documented list of issues.

6.0 WORK PROGRAMME

Project timescales have been set out within Stantec's Inception Report and are shown in Table 3 below.

Table 3 Project Milestones

Milestone	Date
M1 – Inception Report	Week beginning 18th January 2021
M2 – SEA Scoping Report	Week beginning 15th February 2021
M3 – Equalities Scoping Report	Week beginning 15th February 2021
M4 – Problems Framework	Week beginning 29th March 2021
M5 – Initial Appraisal: Case for Change Report	Week beginning 3rd May 2021
M6 – SEA Case for Change Report	Week beginning 3rd May 2021
M7 – EqIA Reporting	Week beginning 19th July 2021
M8 – Preliminary Options Appraisal Report	Week beginning 19th July 2021
M9 – Draft RTS for RTP Board	Week beginning 9th August 2021
M10 – SEA Report	Week beginning 9th August 2021
M11 – Final RTS for RTP Board	Week beginning 14th March 2022
M12 – Post Adoption SEA Statement	Week beginning 14th March 2022

Based on the above, a detailed work programme for consultation and engagement activities has been developed to ensure that all necessary inputs can be provided at timely points throughout the project.

We note that the timescales for this project are challenging, in particular for inputs required to deliver the Case for Change report. As such, a detailed programme has been provided in Figure 4 below which includes all preparatory, engagement and analysis work required to feed into the Case for Change report.

Figure 4 Case for Change Consultation Work Programme

Task	18-Jan	25-Jan	01-Feb	08-Feb	15-Feb	22-Feb	01-Mar	08-Mar	15-Mar	22-Mar	29-Mar	05-Apr	12-Apr	19-Apr
2A: Master Stakeholder List	■	■												
2A: Arranging Workshops and Meetings			■	■	■									
2A: Workshops and Meetings						■	■	■	■					

TRANSPORT PLANNING SUPPORT SERVICES – A NEW REGIONAL TRANSPORT STRATEGY FOR THE SESTRAN REGION

Work Programme

Task	Week Commencing													
	18-Jan	25-Jan	01-Feb	08-Feb	15-Feb	22-Feb	01-Mar	08-Mar	15-Mar	22-Mar	29-Mar	05-Apr	12-Apr	19-Apr
2A: Develop Briefing Notes			🟧	🟧	🟧	🟧								
2A: Briefing Notes live							🟧	🟧	🟧	🟧				
2B: Develop Public Survey		🟧	🟧	🟧										
2B: Survey Live					🟧	🟧	🟧	🟧	🟧	🟧				
Analysis and Reporting								🟧	🟧	🟧	🟧	🟧	🟧	🟧

Following the Case for Change Work, engagement inputs will proceed as follows:

- 2C: Establishment of the Stakeholder Sounding Board — April 2021
- 2C: Options Appraisal Workshop — Early June 2021
- 2D: Meetings with Member Local Authorities — Early July 2021
- 2D: Workshop with Elected Members — Early July 2021
- 2D: Develop Consultation framework and Statutory Consult — September – December 2021
- 2D: Analysis of Consultation feedback and amendments to Strategy — December – February 2022

7.0 NEXT STEPS

The following next steps have been identified for both SEStran and Stantec to ensure all associated consultation and engagement tasks can proceed within the presently identified timescales:

SEStran

- To approve this Consultation and Engagement Plan
- To provide contacts for the master stakeholder list
- To circulate an introductory email to all stakeholders to inform them of the study and to expect Stantec to be in contact
- To review all consultation materials as and when produced by Stantec prior to issue

Stantec

- Update the Consultation and Engagement Plan with any feedback from SEStran and, thereafter, commence on the coordination and organisation of meetings, workshops and calls with stakeholders
- Commence the following tasks:
  - Develop and Populate Stakeholder Master List
  - Meeting / workshop format and materials devised and developed
  - Telephone interview format developed
  - Public survey developed and tested
  - Development of Briefing Notes
  - Response procedures and correspondence devised for stakeholders