

DRAFT COMMUNICATIONS AND ENGAGEMENT MANAGEMENT PLAN

MEDWAY LOCAL TRANSPORT PLAN

IDENTIFICATION TABLE	
Client/Project owner	Medway Council
Project	Medway Local Transport Plan
Title of Document	20250630 Medway LTP CEMP v2.2
Date	31/07/2025
Number of pages	12

TABLE OF CONTENTS

1.	BACKGROUND	2
1.1	OVERVIEW	2
1.2	PURPOSE OF THE ENGAGEMENT	2
2.	IDENTIFICATION AND ANALYSIS	3
2.1	OVERVIEW	3
2.2	STAKEHOLDER MAPPING	3
3.	ENGAGEMENT APPROACH	4
3.1	OVERVIEW	4
3.2	STAGE 1 – ISSUES AND OPPORTUNITIES	4
3.3	STAGE 2 – VISIONING AND SCENARIO PLANNING	5
3.4	STAGE 3 – CONSULTATION ON THE DRAFT LTP	6
3.5	STAKEHOLDER ENGAGEMENT MATRIX	7
4.	COMMUNICATION PLAN	9
4.1	OVERVIEW	9
4.2	KEY MESSAGES	9
4.3	COMMUNICATION CHANNELS AND METHODS	9
5.	TIMESCALES	11
5.1	OVERVIEW	11
5.2	TIMESCALES	11
6.	MONITORING, EVALUATION AND RISK MANAGEMENT	11
6.1	MONITORING AND REVIEW	11
6.2	RISK MANAGEMENT	12

1. BACKGROUND

1.1 Overview

1.1.1 Medway Council has commissioned SYSTRA to scope, develop and deliver a new Local Transport Plan (LTP) for Medway. This is in accordance with the statutory requirements of the Transport Act 2000, which mandates that local authorities put in place a transport strategy alongside an implementation plan. The new LTP will replace Medway Council's existing LTP3 (2011 – 2026) and will:

- Establish a comprehensive **strategy and policy framework** for transport in Medway.
- Enable the identification of current and future **transport, economic, social and environmental challenges and opportunities**.
- Set clear and evidence-based **investment priorities**.
- Establish approaches to **improve, manage and maintain the transport network** efficiently and sustainably.

1.2 Purpose of the engagement

1.2.1 Medway Council is committed to a 'co-design approach' whereby stakeholders are able to meaningfully contribute to the development of the LTP strategy from the outset. This approach is line with national best practice and the Council's aspiration for an open, transparent and collaborative process.

1.2.2 This stakeholder engagement plan is designed to:

- Identify all stakeholders with a level of influence and interest in the LTP.
- Set out how, when and why we will engage with all stakeholders throughout the development of the plan.
- Ensure statutory consultation obligations are met, supporting participation from all segments of the Medway community.

1.2.3 Stakeholder engagement activities will be delivered using a variety of inclusive methods, including online and in-person events, workshops, targeted engagement for protected characteristic groups, evening and weekend sessions where appropriate, and accessible communication tools. This ensures opportunities for all demographic groups to participate, regardless of background or location.

1.2.4 The LTP development is comprised of three stages, with the objectives for stakeholder engagement being as follows:

STAGE 1	STAGE 2	STAGE 3
Gather the views of stakeholders and the public on current transport challenges and opportunities in Medway. This phase will inform problem identification and development of potential strategy themes .	Gather the views of stakeholders in the development of a vision for the strategy, which will inform option long listing and appraisal .	Following drafting of the LTP, an opportunity for the stakeholders and the public to comment on proposals contained in the Plan before finalisation.

1.2.5 The engagement plan is underpinned by a strong evidence base, which will draw on current and historic transport data, local, regional, and national policy reviews, previous stakeholder engagement, and Medway's priorities as articulated in the One Medway

Council Plan. This evidence-based approach ensures that the LTP is not only comprehensive and ambitious, but also responsive to the specific needs and aspirations of Medway's communities.

- 1.2.6 Throughout the engagement process, there will be particular focus on inclusivity, youth engagement, partnership working with stakeholders spanning all sectors and modes, and adaptability to the evolving needs of the community.

2. IDENTIFICATION AND ANALYSIS

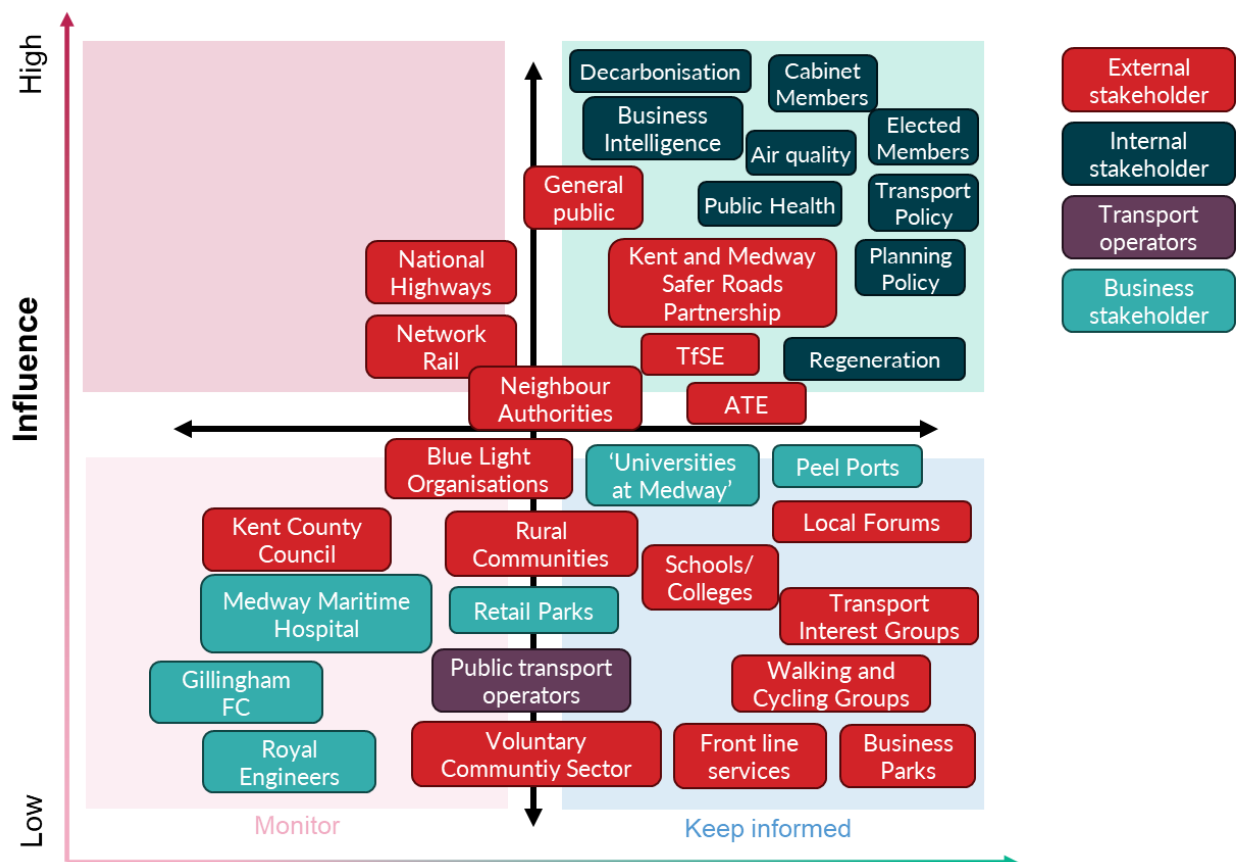
2.1 Overview

- 2.1.1 Analysis and mapping of stakeholders has been carried out to ensure that all groups who may be affected by, have an interest in, or can influence the plan, are identified and appropriately engaged throughout the LTPs development.

- 2.1.2 Stakeholders have been identified and assessed based on their **level of influence** (their ability to affect LTP decisions or implementation) and **level of interest** (the degree to which they are likely to be affected by, or engaged with, the LTP). The mapping supports tailored engagement activities for reach, effectiveness, and inclusivity.

2.2 Stakeholder mapping

- 2.2.1 Stakeholder mapping was conducted at the proposal response stage and was updated following an inception meeting between Medway Council and SYSTRA in June 2025.



- 2.2.2 **High Influence / High Interest (Manage Closely):** These priority stakeholders (including Medway Council teams, the general public and Transport for the South East) will be actively engaged throughout LTP scoping, development, consultation, and implementation planning. Engagement will include workshops, briefings, and regular

consultation to ensure their expertise, statutory input, and perspectives directly shape the LTP.

- 2.2.3 **High Influence / Low Interest (Keep Satisfied):** While less directly engaged, these bodies (e.g., National Highways, Network Rail) make decisions or operate infrastructure critical to the successful of the plan. Relevant information will be shared with these groups to ensure alignment and statutory compliance.
- 2.2.4 **High Interest / Low Influence (Keep informed):** This group includes transport and user groups that are likely to be highly impacted by transport policy but without decision power. Engagement will include listening, gathering feedback, and reflecting views within LTP development.
- 2.2.5 **Low Influence / Low Interest (Monitor):** Although these stakeholders may require a lower amount of engagement, they will be kept informed and given opportunities to provide input.
- 2.2.6 The approach to engaging with each type of group is discussed further in Section 3.5

3. ENGAGEMENT APPROACH

3.1 Overview

- 3.1.1 This section sets out how stakeholders and the general public will be engaged throughout the LTPs development. Activities are structured around the three main stages and tailored to each stakeholder group's level of influence and interest as set out in Chapter 2.
- 3.1.2 Engagement is designed to be as inclusive and accessible as possible. To achieve this, the approach will include where possible:
- Event venues and formats will be arranged and scheduled to meet the needs of the target demographic e.g. scheduling at weekends and/or evenings.
 - Design online survey with accessibility in mind, using clear and easy to understand language.
 - Monitor the demographic profile of participants to the online survey on an ongoing basis, adapting outreach and methods to address any underrepresentation.

3.2 Stage 1 – Issues and Opportunities

- 3.2.1 Stage 1 focusses on gathering the views of stakeholders and the general public on existing transport challenges and opportunities in Medway. This stage will inform the development of potential strategy themes and problem identification. Engagement will include the following methods:

Online Consultation

- 3.2.2 An online questionnaire will be designed and hosted by SYSTRA, promoted via Medway Council channels with QR codes in public buildings, such as libraries, community hubs, leisure centres and local publications / social media. The survey will focus on current travel behaviour, transport issues, barriers to change, and priorities for improving Medway's transport system. SYSTRA has a comprehensive bank of questions from previous, similar consultation exercises, and these can be supplemented by additional questions designed to capture any particular insights of interest to the project's steering group

Engagement Workshops:

- 3.2.3 Three workshops, each 1.5 hours and hosted online will be delivered to:

- Group 1: Young people (e.g. college / University students, youth forum).
- Group 2: Protected characteristic group or community group (e.g. disabled people, older residents or ethnic minority communities).
- Group 3: Medway Council teams and other stakeholders (cross departmental, including policy, decarbonisation, health, environment etc. public transport operators, Transport for South East).

3.2.4 Workshops will follow a topic guide, and will be recorded and transcribed, with key findings and (anonymous) quotations feeding directly into LTP reporting. SYSTRA will engage with Council members and officers to identify suitable groups to attend the first two workshops. Medway Youth Parliament and Child Friendly Medway have already been suggested as useful avenues to source attendance for the Group 1 workshop.

Consultation Report:

3.2.5 Data will be analysed by transport mode, respondent type, issue/theme, and geography. The Stage 1 Consultation Report will cover:

- Engagement methods and statutory compliance.
- Summary of issues and aspirations raised (by workshop and online consultation).
- Key themes and opportunities to inform strategic option generation.

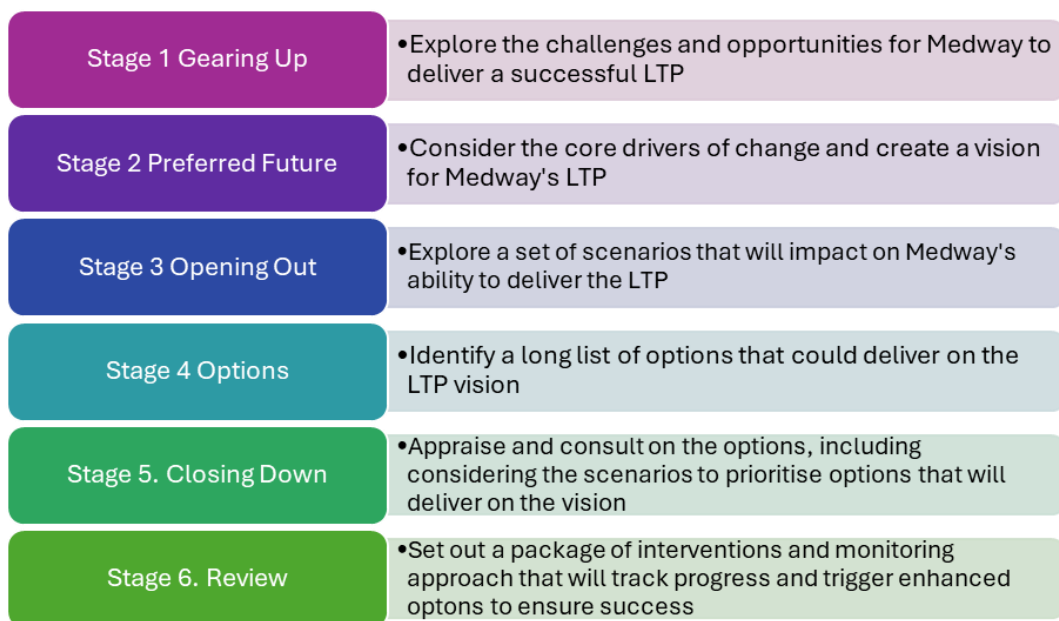
3.2.6 **Feedback loop:** Clear, accessible summaries of outcomes will be published and sent directly to participants and stakeholders, explaining how their input will influence the LTP.

3.3 Stage 2 – Visioning and Scenario Planning

3.3.1 Stage 2 will focus on engaging stakeholders in the development of a vision for the strategy, which will articulate a preferred future for Medway, and the way that transport will support its wider social, economic, and environmental objectives. This vision will inform option long listing and act as a guide to future investment decisions.

3.3.2 During this stage we will also develop a series of future scenarios which will explore uncertainties which may impact on the Council's ability to deliver on our vision. This will support us in the appraisal of our options long list and ensure that the Council makes the most robust transport decisions.

3.3.3 During this phase of work, we will apply the Future Uncertainty Toolkit for Understanding and Responding to Evolving Society (FUTURES) approach, which was developed by the University of West of England, to support stakeholders in implementing vision-led planning, and which provides a framework for decision making during strategic planning. The FUTURES approach is summarised below.



The Transport FUTURES approach – steps to building a vision-based strategy

Stakeholder Visioning and Scenarios Workshop:

3.3.4 We will organise a half-day Stakeholder Visioning and Scenarios Workshop, with approximately 20 attendees. These attendees will include representatives of the Council's internal teams, public transport operators. An invitation will also be extended to neighbouring local authorities, and in particular those which may be affected, alongside Medway, as part of the currently proposed local government reorganisation.

3.3.5 The first part of the workshop will use Stages 1 and 2 of FUTURES to develop a vision for transport in Medway, as well as exploring drivers of change. It will:

- Scan the horizon to identify recent and potential future developments of relevance to our potential vision
- Carry out PESTLE and SWOT exercises to identify drivers of change
- Develop a vision statement, objectives and outcomes, setting out a desirable, and realisable shared vision for Medway's future transport system.

3.3.6 The second part of the workshop will use Stages 3-5 of FUTURES to look across a set of up to four scenarios that may influence Medway's ability to achieve the vision and generate and prioritise a range of options to help realise the vision. It will:

- Consider again the drivers of change and identify critical uncertainties which may impact on the Council's and its partners ability to deliver the agreed vision.
- Develop up to four scenarios, based on those critical uncertainties, which can be used to stress test policy and investment decisions to support those that are more robust across a range of future conditions.

3.3.7 **Feedback loop:** The outputs of the workshop will be used to develop a vision narrative, alongside proposed scenarios and option lists. These will be shared with participants for feedback, with a summary on the Council's project webpage.

3.4 Stage 3 – Consultation on the draft LTP

3.4.1 Stage 3 will commence once the LTP has been drafted and will provide an opportunity for stakeholders and the general public to comment on the proposals contained in the Plan before finalisation.

Online consultation:

- 3.4.2 Alongside the drafting of the strategy, a second online consultation will be held, replicating the approach taken in Stage 1.

Workshops:

- 3.4.3 As with Stage 1, a further three workshops will be held with the same groups as Stage 1.
- 3.4.4 **Feedback loop:** Consultation responses will be analysed and published with a clear ‘you said – we did’ explanation. An updated summary of the engagement process and its impact on LTP decision making will be produced and included in the final LTP.

3.5 Stakeholder engagement matrix

- 3.5.1 The following table sets out the method and lead for engagement by group, mapped to the influence / interest categories. This structured approach ensures all stakeholders are contacted through appropriate channels at each stage.

3.5.2

Stakeholder	Stage 1 Method	Stage 2 Method	Stage 3 Method	Lead
Category 1: High Influence/High Interest (Manage Closely)				
Medway Council teams <ul style="list-style-type: none"> • Decarbonisation • Business Intelligence • Air Quality • Transport policy • Planning policy • Regeneration • Public Health Cabinet / Elected Members	Engagement Workshop	Stakeholder Visioning & Scenario Workshop	Engagement Workshop	SYSTRA, Medway Council
TfSE / Kent & Medway Safer Roads Partnership/ Active Travel England	Engagement Workshop	Stakeholder Visioning & Scenario Workshop	Engagement Workshop	SYSTRA, Medway Council
Neighbouring Authorities	Online consultation	Stakeholder Visioning & Scenario Workshop	Online consultation	SYSTRA, Medway Council
General public	Online consultation, 2x workshops with demographic groups	-	Online consultation, 2x workshops with demographic groups	SYSTRA
Category 2: High Influence / Low Interest (Keep Satisfied)				

National Highways / Network Rail	Online consultation	-	Online consultation	SYSTRA
Category 3: High Interest/Low Influence (Keep informed)				
Public transport / user groups <ul style="list-style-type: none"> • ASD Coaches / Medway Mobility • National Express • Nu-Venture • Southeastern • Thamesport • Peel Ports 	Online consultation	Stakeholder Visioning & Scenario Workshop	Online consultation	SYSTRA
Schools/colleges <ul style="list-style-type: none"> • Dockside college • MidKent College 	Online consultation	-	Online consultation	SYSTRA
Front line services <ul style="list-style-type: none"> • Refuse collectors • Parking enforcement 	Online consultation	-	Online consultation	SYSTRA
Employers/Business Parks <ul style="list-style-type: none"> • Medway Commercial Park • Gillingham Business Park • Lakeside Park and Neptune Business Park • Hampstead Valley Shopping Centre • BAe systems • Amazon 	Online consultation	-	Online consultation	SYSTRA
Rural communities	Online consultation	-	Online consultation	SYSTRA
Local Forums <ul style="list-style-type: none"> • Town Centre Forums • Local Access Forums • Developers Forum • Business Forum • Green Business Forum • Neighbourhood Plan Forum 	Online consultation	-	Online consultation	SYSTRA
Walking and Cycling Groups <ul style="list-style-type: none"> • North Downs Way National Trail • Kent Downs National Landscape • Rochester Bridge Trust 	Online consultation	-	Online consultation	SYSTRA

Voluntary Community Sector				
<ul style="list-style-type: none"> ○ Medway Voluntary Action (MVA) 	Online consultation	-	Online consultation	SYSTRA
Category 4: Low Influence/Low Interest (Monitor):				
Neighbouring councils, emergency services				
<ul style="list-style-type: none"> • Kent County Council 	Online consultation	-	Online consultation	SYSTRA
Blue Light organisations	Online consultation	-	Online consultation	SYSTRA
Transport groups and operators	Online consultation	-	Online consultation	SYSTRA
Other businesses				
<ul style="list-style-type: none"> • Retail Parks • Medway Maritime Hospital • Royal Engineers • Gillingham FC 	Online consultation	-	Online consultation	SYSTRA

4. COMMUNICATION PLAN

4.1 Overview

- 4.1.1 This section sets out how information will be shared with different stakeholder groups and the general public at each stage. Ensuring effective, timely, accessible and consistent communication will help to build trust and ensure transparency throughout the LTP development process.

4.2 Key messages

- 4.2.1 Core messages for the development of the LTP will include:

- The **purpose and significance** of the LTP for Medway's future.
- **How and when** stakeholders and communities can **influence** the Plan.
- How **feedback is being considered and used**.
- Progress **milestones** and **progress**.
- That engagement is **open** and decisions are not predetermined.

- 4.2.2 Key messages may be periodically updated to reflect milestones and emerging findings.

4.3 Communication channels and methods

- 4.3.1 A variety of channels will be used to reach the widest possible audience, including those facing barriers to engagement:

METHOD	DETAILS
Medway Council website	It is assumed that there will be a LTP webpage which will contain details on the consultation process, any key documents, project and engagement timeline, summary of findings and general updates.
Social Media	Working closely with Medway Council's communication team to ensure regular updates are made on social media platforms, noting feedback received through these channels. Used to publicise the consultation and direct to the LTP webpage.
Printed media	Medway Council to produce article and updates in Medway Matters, local newspaper, press release to launch the consultations; Posters and flyers in community venues, libraries, GP surgeries, shopping centres, leisure facilities.
Email bulletins	Emails to stakeholders with information on the consultations and how to participate, including follow up reminders.
Community networks	Materials and updates will be shared with community groups, voluntary sector partners and representative bodies (e.g. youth forum, disability groups).
Briefing sessions	Briefing sessions with key stakeholders, including Cabinet and Elected Members.
Accessible formats	Medway Council will provide communications in accessible formats e.g. large print) on request.

4.3.2 Communications will be aligned with the three LTP stages, as follows:

STAGE	PURPOSE	CHANNELS	TIMESCALES
1	Launch consultation, invite stakeholders to participate, reminder of online consultation	Medway Council LTP webpage, social media, press, email, community venues	Start of Stage 1 consultation, mid-way through consultation
2	Share results of visioning and scenario planning, updates on progress	Email to participants; briefings with key members and officers	End of visioning and scenario process
3	Publicise consultation, invite submissions, share key changes	Medway Council LTP webpage, social media, email, magazine, local press	Launch of draft during consultation, post-consultation analysis

Roles for communication delivery include:

- **Medway Council project and communication teams:** Centrally coordinate LTP webpage, social media, press and Council-wide messaging, briefing sessions.

- **SYSTRA:** Coordinate technical content, host online consultation, produce workshop materials, provide summary reports and key findings.

5. TIMESCALES

5.1 Overview

5.1.1 This section sets out the indicative timescales for delivery, with a focus on the detail in the upcoming activities in Stage 1.

5.2 Timescales

5.2.1 The approximate timescales for carrying out each round of engagement is as follows:

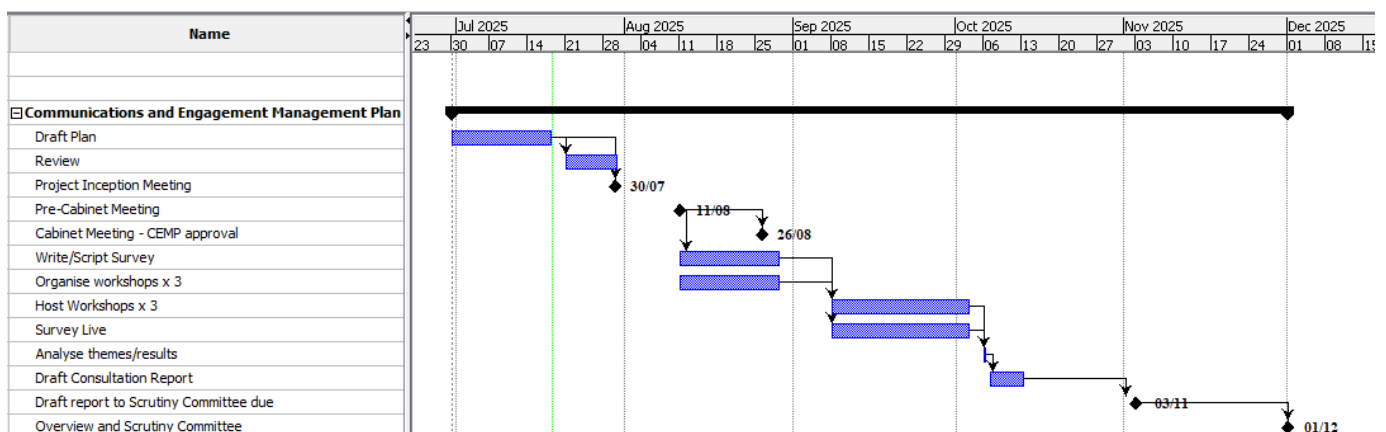
- **Stage 1:** July 2025 – October 2025.
- **Stage 2:** January 2026.
- **Stage 3:** August 2026 – October 2026.
- **Sign-off of LTP:** December 2026.

5.2.2 For Stage 1, during July and August 2025 a stakeholder list will be agreed for workshops and these will be scheduled. A draft topic guide will be produced.

5.2.3 Workshops will be delivered during September 2025.

5.2.4 An online questionnaire will be produced, signed off and scripted during August 2025. It is anticipated that the consultation will go live on the 8th of September 2025 and run for a period of four weeks.

5.2.5 Following completion of the Stage 1 consultation exercise, results will be assessed to identify common issues and themes, and the results will support the problem identification exercise as part of the wider baseline stage of the project. A Consultation report will be produced containing full details of the exercise; this will form the basis of a report to the Overview and Scrutiny Committee in December 2025.



6. MONITORING, EVALUATION AND RISK MANAGEMENT

6.1 Monitoring and review

6.1.1 Throughout the engagement period, feedback and communication activities will be monitored. This will include:

- Response rates, including response rates by demographic groups and comparing this against the demographic of Medway.

- Feedback on the consultation during Stage 1 (which can then be applied to the second round of consultation).
- Media and online analytics (Medway Council).
- Stakeholder mapping updates if new groups emerge.

6.1.2 This engagement plan will be updated based on any findings from the above.

6.2 Risk management

6.2.1 Regularly monitoring feedback received and participation rates throughout the engagement will ensure that any risks can be managed and mitigated. High level risks associated with the consultation and communication, alongside mitigation measures include:

RISK	MITIGATION
Low participation rates	<ul style="list-style-type: none"> • Flexible approaches to promotion and scheduling of workshops • Ongoing review and rapid response to emerging barriers
Barriers to participation	<ul style="list-style-type: none"> • Multi-channel, accessible, inclusive methods. • Targeted engagement – promotion via different community groups representing demographics, both to publicise the survey but also to amplify messages. • Ongoing review and rapid response to emerging barriers • Clear, easy to understand messaging that avoids jargon, and rapid myth busting if confusion arises.
Sharing of personal data	<ul style="list-style-type: none"> • Follow GDPR processes including development of privacy notices and DPIA if appropriate.
Misinformation	<ul style="list-style-type: none"> • Proactive management of messaging • Clear, easy to understand messaging that avoids jargon, and rapid myth busting if confusion arises.
Low awareness	<ul style="list-style-type: none"> • Flexible approaches to promotion and scheduling of workshops