# How best to engage businesses when delivering active travel infrastructure

Scottish Research Programme 8

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# Executive summary

This report focuses on how best to work and engage with local businesses when planning and delivering new walking, wheeling and cycling measures. The research aims to provide learning and recommendations for Sustrans, Transport Scotland and other active travel delivery partners when planning new infrastructure near businesses. As part of this research, we conducted a survey to gather business representatives' views and interviewed people who have experience engaging with businesses on walking, wheeling and cycling projects.

The method of survey dissemination relied on business representatives to choose whether they wanted to complete the survey. The survey was therefore subject to self-selection bias and was not a representative sample of all businesses in Scotland. Geographically, there was a disproportionate number of responses from Inverness (38 out of 83). Where there are differences between results from Inverness and elsewhere, we highlight these in the main report. None of these differences affect the overall messages from the research.

## Levels of business support for different types of infrastructure

Different types of walking, wheeling and cycling measures are likely to receive different levels of support and opposition from local businesses, with some types of measures being more popular than others. Most survey respondents felt they would support 20mph zones (68%), cycle storage (69%) and public realm improvements (54%) if they were hypothetically implemented on their street. Relatively few respondents stated they would oppose these measures (17%, 10% and 12% respectively).[1]

Pedestrianisation and segregated cycle lanes received the highest levels of opposition. Close to half of survey respondents (52%) felt they would oppose pedestrianisation, compared to 30% who would support. Segregated cycle lanes received the second highest level of opposition (39%), but more respondents (48%) supported segregated cycle lanes than opposed.[2]

Respondents with existing infrastructure near their business were generally more supportive of these measures. Nearly two-thirds (65%) of respondents with pedestrianised areas near their business supported pedestrianisation. Similarly, just over two-thirds (68%) of respondents with segregated cycle lanes nearby supported segregated cycle lanes.

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[1] 83 businesses responded to the survey. All counts are available in summary tables in the appendix.

[2] The high response rate from Inverness did not have a large impact on levels of support for measures, but it did affect levels of opposition for some measures. Excluding Inverness, 43% of respondents would oppose pedestrianisation and 36% would oppose segregated cycle lanes. These received the highest levels of opposition in comparison to other measures.

Close to half of the survey respondents thought that new walking, wheeling and cycling measures would have a positive impact on air quality (50%), physical health (49%) and the environment (47%). However, fewer respondents (23%) felt that these measures would have a positive impact on the economy[3].

## Recommendations for engaging with businesses

We devised the following recommendations based on the survey results and interviews. This guidance is directed towards projects that are likely to impact nearby businesses, such as pedestrianisation. Full detailed recommendations are available in section four of the report.

### Invest in communicating and engaging with businesses, especially when proposing measures affecting parking and loading locations

We recommend that people delivering projects that may affect businesses focus on comprehensive communication and engagement. This requires investment in both time and expense, but it could impact whether the project is successful or not.

All interviewees mentioned that removing parking and loading bays was the most common concern for businesses about new walking, wheeling and cycling measures. This tended to relate to the potential loss in revenue from customers travelling by car and difficulties for loading and dispatching deliveries. Other concerns included obscuring business frontages, access to bins and disruption during construction.

The majority of respondents felt that they would oppose a new project if it meant a decrease to the number of parking spaces (82%) or a change to their delivery location (78%).

[4]Considering this, it is possible to anticipate whether some local businesses are likely to object to a new walking, wheeling and cycling project. Projects affecting parking and loading bays, such as pedestrianisation, are likely to require additional effort with thorough engagement to gain support among all businesses.

### Engage throughout the project lifecycle

We recommend engaging local businesses throughout the project, but the aims and objectives of this engagement will change at different stages. Those delivering the project should plan an engagement strategy for each project stage and share these plans with businesses. This is to help business representatives understand when, how and to what

[3] Excluding Inverness, a slightly higher proportion of respondents felt that active travel measures would have a positive impact on air quality (60%), physical health (61%) and the environment (58%). Similarly, fewer respondents felt it would have a positive impact on the economy (29%).

[4] Excluding Inverness, 75% felt they would oppose a new project if it meant a decrease to the number of parking spaces and 66% felt they would oppose a new project if it resulted in a change to their delivery location.

extent they will be able to contribute throughout. Clear parameters are important to manage expectations and to clarify what influence feedback could have at different stages.

Over three quarters (76%) of survey respondents agreed that if a new measure were being introduced in their area, they would want to contribute throughout the entire project, from early planning to completion. Even more respondents (84%) agreed that they would want to contribute to key planning discussions.

### Use a range of communication and engagement methods and assign a single point of contact

We recommend using a diverse range of communication and engagement methods when working with businesses. This includes targeted direct engagement, through methods such as in-person conversations and email, and less personalised engagement, through methods such as social media and online surveys.

In general, survey respondents would like a single point of contact (77%) and would prefer to contribute to planning discussions via email (73%), online surveys (67%), forum discussions (59%) or face-to-face surveys (45%). The most popular methods of receiving information among survey respondents were via email (75%), someone coming into the business (52%) or social media (45%).

All interviewees emphasised that having direct contact with local businesses, including face-to-face conversations in the location, was the most effective means of engagement for building awareness and trust, and facilitating open dialogue. They highlighted the benefits of being able to 'put a face to the name' of the person(s) working on the project and giving businesses a clear point of contact.

### Share information about potential benefits and risks

We recommend sharing information on the proposed scheme and engagement plans, but also on what effects the scheme may have for local businesses and the wider area. Focusing on the potential benefits to businesses is important, but this should not obscure potential risks for businesses either. Interviewees particularly emphasised the need to be open and honest about potential disruption during construction. All information needs to be clear, concise and non-technical.

Most survey respondents would like to receive proposed designs (88%), an economic appraisal (86%), general information about the benefits and risk of the new measures (75%), engagement plans (73%), timescales/ schedule (70%) and case studies (52%).

### Build relationships with local business groups

We recommend reaching out to key business groups in the area, such as business improvement districts and management groups. Local business groups may be able to share information and encourage participation in engagement activities through their networks, as well as act as a representative with feedback on designs and other materials. Notably, interviewees mentioned that approaching business representative groups can be particularly helpful for reaching large business chains.

Communication through business networks and groups could potentially help build trust. Results both from interviews and the business survey indicate that information obtained through peers tends to be better received and more trusted than information coming from the Council, for example.

When we asked respondents to select what they felt most influenced their perceptions of active travel schemes, the options most often selected were personal experience (75%), their own research (53%), and other businesses (37%).

### Feed back to businesses on engagement

We recommend being open and honest about the impact of engagement. Interviewees emphasised the benefits of effectively communicating with and feeding back to businesses on their comments and concerns. It helps to be transparent about how their comments were used, and how and why decisions were made. This includes demonstrating how feedback influenced designs but also why decisions taken may not be in line with responses from businesses. This is crucial for building and retaining trust in the project and in the engagement process.

# 1. Introduction

## The Scottish Research Programme

Sustrans' Scottish Research Programme funded this study. The Scottish Research Programme provides funding for research that advances understandings of, and generates evidence relating to, walking, wheeling and cycling. The programme is administered by Sustrans' Research and Monitoring Unit (RMU) as part of Transport Scotland's Active Cities and Towns Grant.

## 1.1 Aims

Through this research we aimed to understand how best to work and engage with local businesses when planning and delivering new walking, wheeling and cycling measures. We set out to capture business representatives' perceptions of different types of walking, wheeling and cycling measures, and how business representatives would like to engage with the process of developing new measures.

In addition to this, we planned to learn from existing projects where walking, wheeling and/or cycling measures had been delivered or planned near local businesses. This included reviewing where engagement with businesses worked well and why it worked well, as well as learning from the challenges.

### 1.1.1 Context

Local businesses are often amongst those most concerned about new walking, wheeling and cycling infrastructure, as evidenced by responses to some Spaces for People interventions. The Spaces for People programme was implemented quickly in response to the COVID-19 pandemic and in some places received criticism from local businesses and the media. In some cases, this reaction resulted in measures being removed early.

At the outset of this research, we did not have a good understanding of how best to address these concerns. Specifically, we knew little about business perceptions of different types of infrastructure, for example how levels of support for cycle lanes compare to low traffic neighbourhoods. The more we understand about these factors, the more we can develop processes to address negative impacts and raise support for walking, wheeling and cycling measures among businesses.

### 1.1.2 Research questions

1. How do business representatives from a broad range of businesses across Scotland perceive different types of walking, wheeling and cycling measures?

    a. Do levels of support from business representatives vary for different types of measures? And if so, how?

    b. Is the removal of and moving of parking and loading bays the key concern?

2. How would business representatives like to be informed about changes happening on their local street? How would they like to engage in the process when changes are proposed?

3. Where new walking, wheeling and cycling projects have gained support from local businesses, why was this the case?

4. What is best practice when engaging with local businesses on walking, wheeling and cycling measures?

# 2. Business perceptions

## Results from the business survey

### 2.1 Background

To gather information from business representatives directly, Sustrans Research and Monitoring Unit designed and distributed an online survey in December 2022. We shared this survey with various business representative organisations, mainly in Scotland, in the hope that their promotion of the survey would result in more businesses engaging with it. All chambers of commerce (23) and business improvement districts (22) in Scotland were contacted along with several other representative business organisations in Scotland (30) and 3 UK wide organisations. 15 of these organisations agreed to promote the survey to their members using methods such as social media and their own newsletter. In total we received 83 responses to the survey, the results of which are available below. Most of these responses came through business improvement districts. Further information is available in the Methods section of this report. Throughout percentages have been rounded to the nearest integer.

Of those who responded to the survey most were business owners (61%) or managers (30%).

**Table 1 Which of the following best describes your role in this business?**

| Role in business | Percentage | Number |
|---|---|---|
| Business owner | 61% | 51 |
| Manager | 30% | 25 |
| Assistant | 4% | 3 |
| Other | 4% | 3 |
| Prefer not to say | 1% | 1 |
| Total | 100% | 83 |

There was a good mixture of businesses in terms of the services they provide. The highest percentages were accommodation (guest house, hotel, hostel) (18%) and retail with small-medium purchases (e.g. clothes, books, stationary, charity shop, newsagent) (18%).

**Table 2 What main type of service does this business provide?**

| Type of business | Percentage | Number |
|---|---|---|
| Accommodation (guest house, hotel, hostel) | 18% | 15 |
| Retail with small-medium purchases (e.g. clothes, books, stationary, charity shop, newsagent) | 18% | 15 |
| Food/ drink establishment with seating (e.g. restaurant, café, bar) | 16% | 13 |
| Other | 16% | 13 |
| Other professional services (including law office, bank, post office, estate agent, travel agent, dentist) | 14% | 12 |
| Retail with large purchases (e.g. furniture store, hardware store) | 7% | 6 |
| Hair & beauty (e.g. hair salon, nail salon, barbers) | 6% | 5 |
| Food establishment: takeaway only | 2% | 2 |
| Jeweller | 1% | 1 |
| Prefer not to say | 1% | 1 |
| Total | 100% | 83 |

Over half of the business representatives who responded were from the Highland Council (54%). 38 of these 45 responses were from businesses in Inverness. The next highest percentage was City of Edinburgh with 14% of responses. The results are therefore not representative of the whole of Scotland. Where there are differences between responses from Inverness and elsewhere that could influence the overall results, we highlight these in the report.

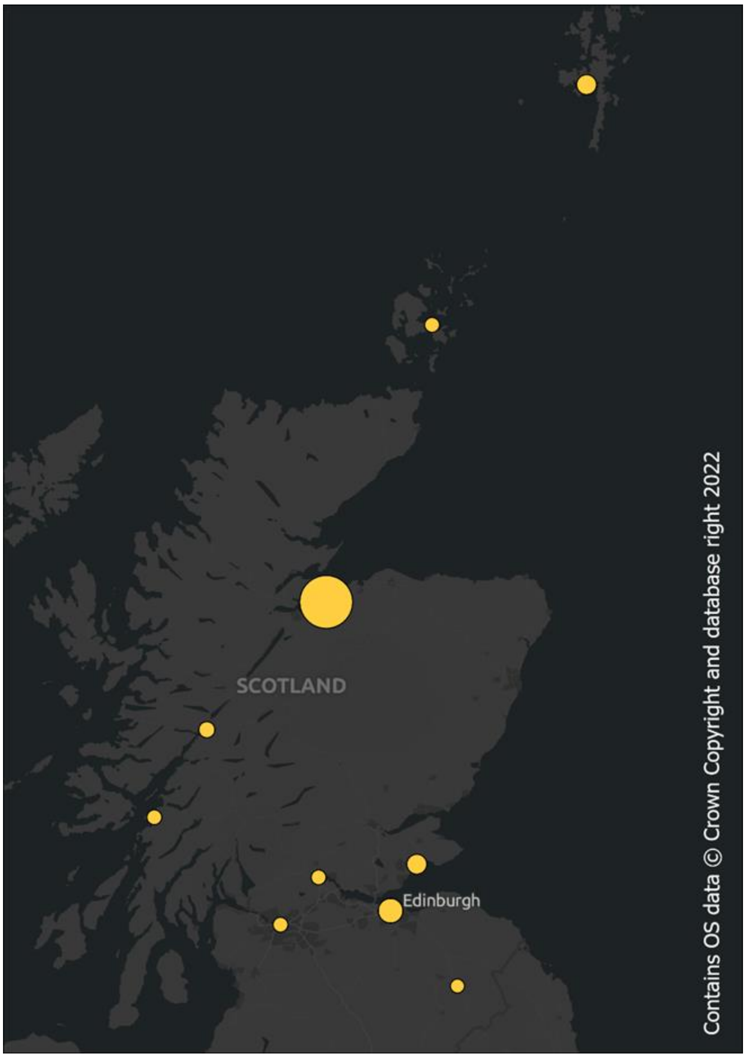
**Table 3 Postcode analysis – local authorities area business located in**

| Local council of business | Percentage | Number |
|---|---|---|
| Highland | 54% | 45 |
| City of Edinburgh | 14% | 12 |
| Shetland Islands | 8% | 7 |

| | | |
|---|---|---|
| Fife | 8% | 7 |
| Glasgow City | 2% | 2 |
| Orkney Islands | 2% | 2 |
| Stirling | 2% | 2 |
| Argyll and Bute | 2% | 2 |
| Scottish Borders | 1% | 1 |
| Moray | 1% | 1 |
| Unknown | 2% | 2 |
| Total | 100% | 83 |

Below is a map using the postcodes of businesses that shows where respondents are based across Scotland, using the postcodes of their businesses.

**Figure 1 Postcode analysis – Map showing locations of responding businesses**




Most of the responses came from businesses in urban areas (88%) with 10% coming from rural areas. A full breakdown of the type of urban/rural area is given below using the Scottish Government urban/ rural classification 2020. The majority of Inverness is classed as 'other urban'. Respondents from businesses in Inverness account for 38 of the 49 respondents from business in 'other urban' areas.

**Table 4 Postcode analysis – Rural/ urban classification**

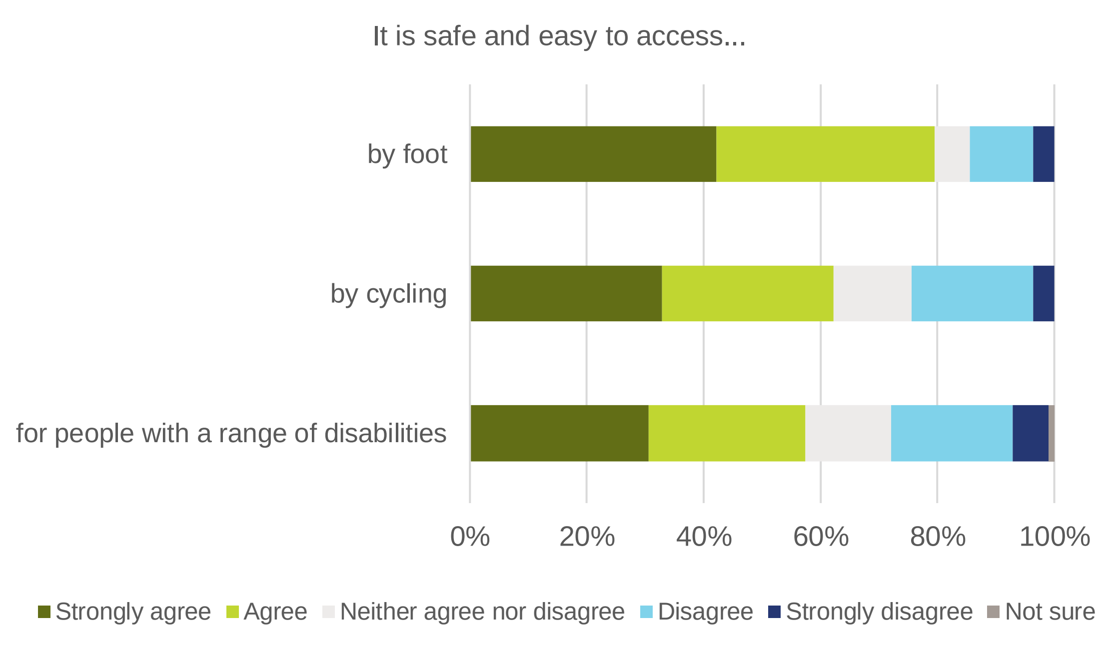
| Full rural/ urban classification | Rural/ urban | Percentage | Number |
|---|---|---|---|
| Large Urban Areas | Urban | 16% | 13 |
| Other Urban | Urban | 59% | 49 |

| Full rural/ urban classification | Rural/ urban | Percentage | Number |
|---|---|---|---|
| Accessible small town | Urban | 2% | 2 |
| Remote small town | Urban | 0% | 0 |
| Very remote small town | Urban | 11% | 9 |
| Accessible rural area | Rural | 7% | 6 |
| Remote rural area | Rural | 0% | 0 |
| Very remote rural area | Rural | 2% | 2 |
| Postcode not given | N/A | 2% | 2 |
| Total | | 100% | 83 |

### 2.1.1 Current access by walking, wheeling and cycling

In our survey we asked businesses how much they agreed or disagreed with statements regarding how safe and easy they thought it was to access their street. Figure 2 shows most respondents agreed that it was safe and easy to access their business when traveling by walking (80%) and cycling (62%), as well as for people with a range of disabilities (57%). Figure 2 shows the breakdown of for each statement. Tables with percentages and counts are available in Appendix 6.2.1.

**Figure 2 To what extent do you agree or disagree with the following statements about the current street your business is located on?**




Note: It is safe and easy to access by foot n=83, by cycling n=82, for people with a range of disabilities n=82.

## 2.2 Levels of support for active travel schemes

In the survey, we asked respondents about their levels of support and opposition to eight common active travel measures if they were hypothetically to be introduced in their area. Most businesses supported the implementation of 20mph zones (68%), cycle storage (69%) and public realm improvements (54%).

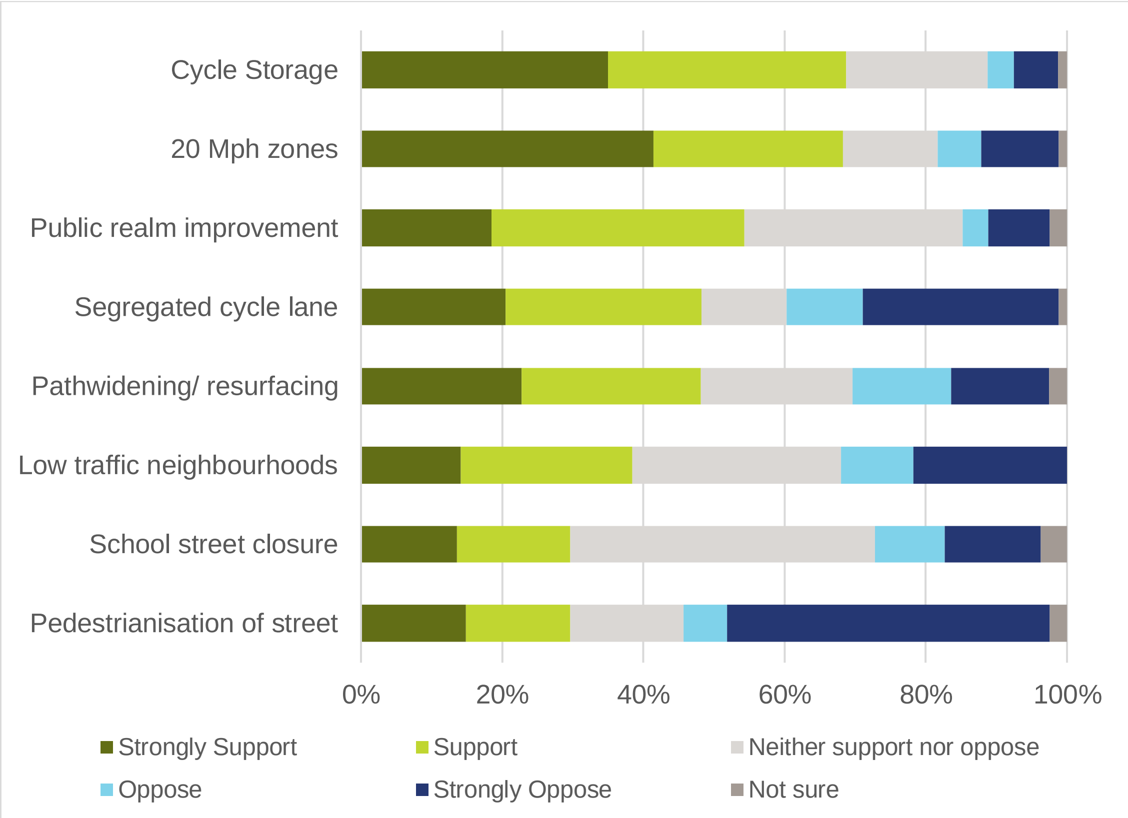
When it came to low traffic neighbourhoods, businesses were more split, with 38% supporting them and 32% opposing. Just below half of respondents (48%) supported path widening/ resurfacing, while fewer opposed (28%). Similarly, with segregated cycle ways, 48% supported and 39% opposed.

Pedestrianisation of the street where businesses were located was the least popular measure, with 52% opposing and 30% being supportive. This was partly influenced by the high number of responses from businesses in Inverness where 62% opposed pedestrianisation and 24% supported. Excluding Inverness, 43% of respondents would oppose pedestrianisation, 34% would support and 20% would neither support nor oppose.

43% of respondents would not support nor oppose school street closures, with 30% supporting and 23% being opposed. Figure 3 displays all breakdowns for each active travel scheme mentioned in the survey. Tables with percentages and counts are available in Appendix 6.2.2.

Pedestrianisation and segregated cycle lanes received the highest levels of opposition among respondents.

**Figure 3 Please tell us your opinion of the following active travel scheme features if they were to be introduced in your area.**




Note: 20 Mph zones n=82, cycle storage n=80, low traffic neighbourhoods n=78, path widening/ resurfacing n=79, pedestrianisation n=81, public realm improvement n=81, school street closures n=81, segregated cycle lanes n=83.

Overall, these results indicate that different types of walking, wheeling and cycling measures are likely to receive varying levels of support and opposition from local businesses. Support among survey respondents varied considerably between cycle storage and 20 mph zones, and pedestrianisation. Although segregated cycle lanes had a higher level of opposition than most measures, they were also supported by 48% of respondents, with relatively few respondents who neither supported nor opposed.

In general, the average number of measures that respondents supported was higher (3.7) than the average number of measures that they opposed (1.9). Six respondents supported all eight measures. None of the respondents opposed all the measures, but two opposed seven out of eight.

### 2.2.1 Businesses with existing infrastructure nearby

Overall, most respondents (81%) selected that at least one walking, wheeling or cycling measure already existed near their business. The most common types of measures selected were 20 mph zones (55% of respondents), pedestrianisation (37% of respondents) and cycle storage (33% of respondents). A full breakdown is available in Table 5.

**Table 5 Number and percentage of businesses with existing walking, wheeling and cycling measures nearby**

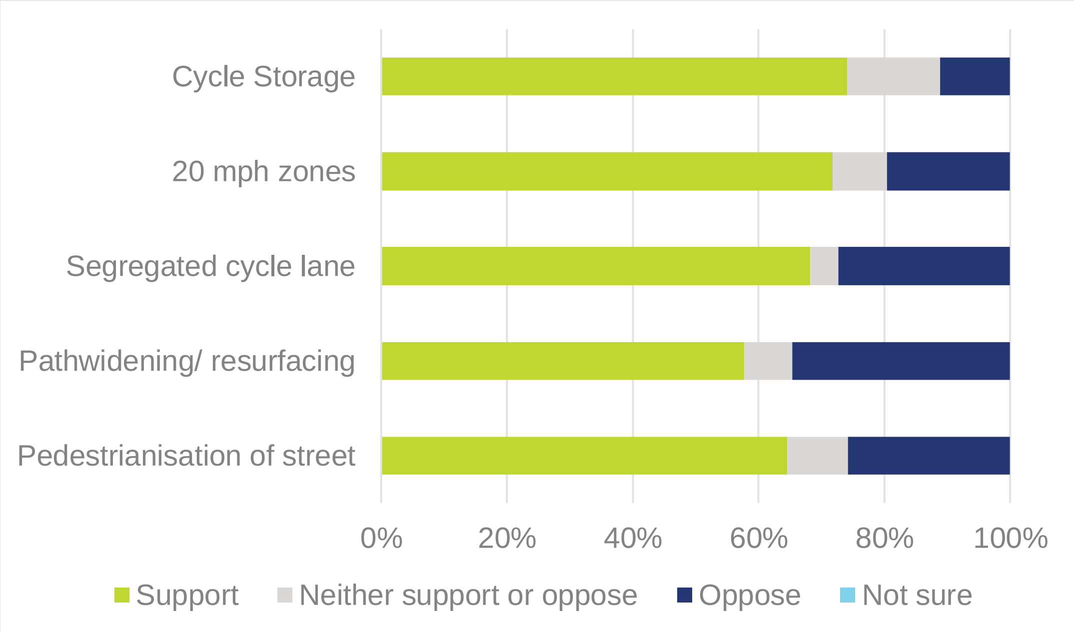
| Type of measure that already exists nearby | Percentage of respondents | Number of respondents |
|---|---|---|
| 20 Mph zones | 55% | 46 |
| Cycle Storage | 33% | 27 |
| Path widening/ resurfacing | 31% | 26 |
| Pedestrianisation of street (closed street to most vehicles) | 37% | 31 |
| Public realm improvements | 22% | 18 |
| Segregated Cycle lanes | 27% | 22 |
| Low traffic neighbourhoods | 6% | 5 |
| School street closures | 1% | 1 |
| Total (any measures) | 81% | 67 |

Note: Percentages out of the total number of responses (83)

Levels of support for different types of active travel measures were generally higher from businesses with the equivalent measure nearby. Notably, among the 31 respondents from businesses with pedestrianised areas nearby, nearly two-thirds (65%) selected that they would support pedestrianisation. This is considerably higher than the levels of support for pedestrianisation overall from all survey respondents (30%).

Similarly among the 22 respondents with segregated cycle lanes nearby, over two-thirds of respondents (68%) would support segregated cycle lanes. This is also higher than the overall proportion of respondents who would support segregated cycle lanes (48%). Among the 46 respondents with 20 mph zones near their businesses, 72% would support 20 mph zones. Full results including for other types of measures are available in Figure 4 and Table 6.

**Figure 4 Levels of support and opposition from businesses with the equivalent type of infrastructure nearby (percentages)**




Note: Cycle storage n=27, 20 mph zones n=46, segregated cycle lane n=22, path widening/ resurfacing n= 26, pedestrianisation n=31 (results with fewer than 20 responses excluded)

**Table 6 Levels of support and opposition from businesses with the equivalent type of infrastructure nearby (number)**

| | Pedestrianisa-tion of street | Path widening/ resurfacing | Segregated cycle lane | 20 mph zones | Cycle Storage |
|---|---|---|---|---|---|
| Support | 20 | 15 | 15 | 33 | 20 |
| Neither support or oppose | 3 | 2 | 1 | 4 | 4 |
| Oppose | 8 | 9 | 6 | 9 | 3 |
| Not sure | 0 | 0 | 0 | 0 | 0 |
| Total | 31 | 26 | 22 | 46 | 27 |

Note: We grouped ‘strongly support’ and ‘support’, and ‘strongly oppose’ and ‘oppose’ for this analysis due to the number of responses.

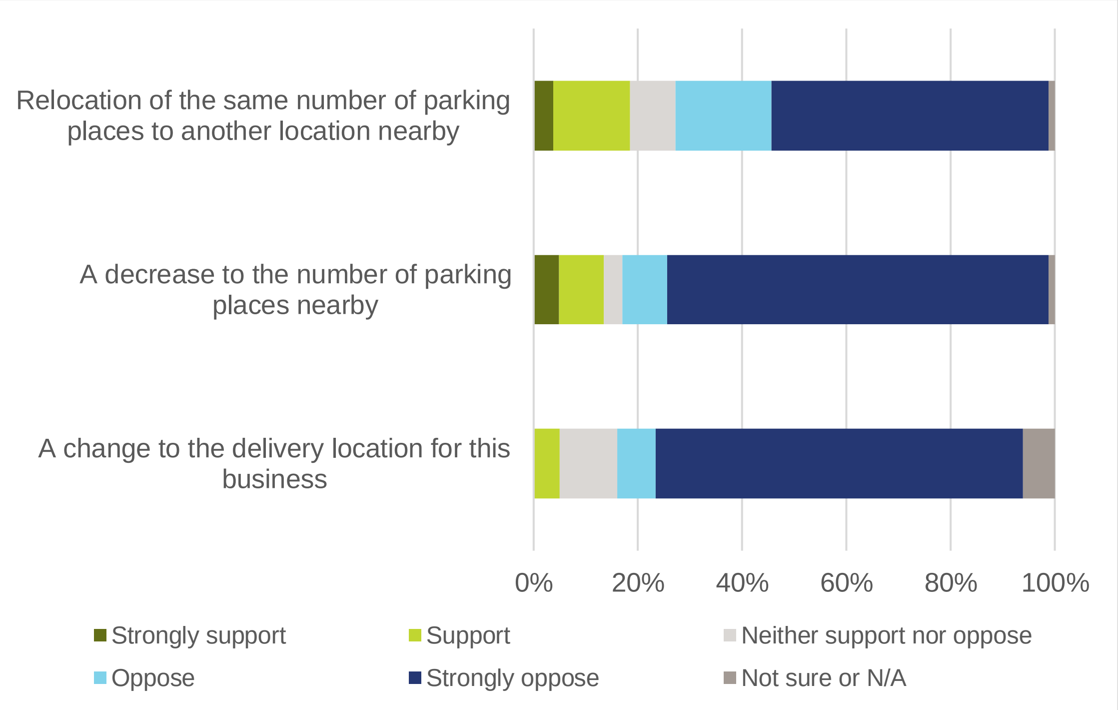
## 2.2.2 Changes to parking and loading bays

We asked respondents what their level of support and opposition would be if a project resulted in changes to parking and loading locations near their business. Over three quarters of respondents (82%) would oppose a walking, wheeling or cycling project if it meant a decrease to the number of parking spaces nearby, while only 13% would support the change. Nearly three quarters of respondents (72%) would oppose a project if car parking spaces moved to a close by location, even if the number of parking spaces stayed the same, while 19% of respondents would support this.

78% of respondents would oppose a walking, wheeling and cycling project if it meant a change to their delivery location and only 5% would support. Levels of opposition to this were higher among businesses in Inverness than elsewhere. 88% of respondents from businesses in Inverness would oppose a change to their delivery location. In comparison, 67% of respondents from businesses in other areas in Scotland would oppose these schemes and 8% support.

Figure 5 displays breakdowns for each statement. Tables showing percentages and counts are available in Appendix 6.2.3.

**Figure 5 How much would you support or oppose the following?**




Note: A decrease to the number of parking places nearby n=82, relocation of the same number of parking places to another location nearby n=81, a change to the delivery location for this business n=81.

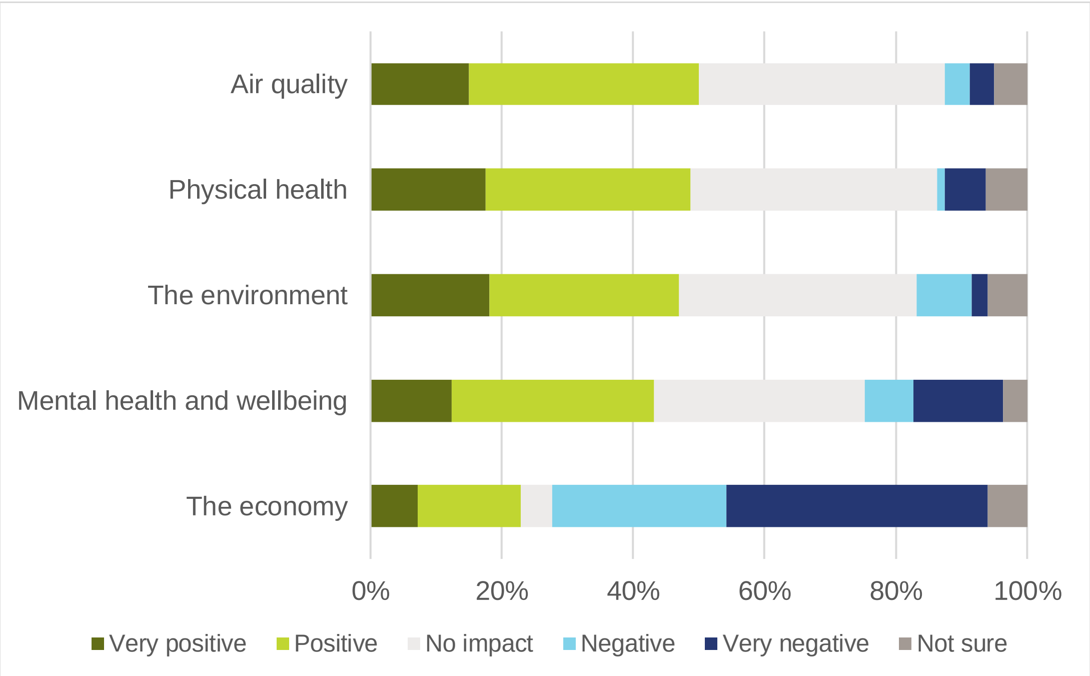
These results suggest that if a new active travel scheme is going to impact current parking places or delivery locations near local businesses, the scheme is very likely to receive opposition from some businesses in the area.

## 2.3 Perceptions of impact

We asked respondents what they thought the impact of an active travel scheme would be on several key areas. Around half of business respondents thought there would be a positive impact on air quality (50%), physical health (49%) and the environment (47%). Although over 30% of respondents felt there would be no impact on these elements, relatively few thought active travel schemes would have a negative impact on them (8%, 8%, 11% respectively). In relation to mental health and wellbeing, 43% of respondents thought there would be a positive impact, 32% thought there would be no impact and 21% felt there would be a negative impact.

However, results were very different in relation to the potential impact of active travel schemes on the economy. Two-thirds of respondents (66%) felt that active travel schemes would have a negative or very negative impact on the economy, with only 23% feeling there would be a positive impact. Figure 6 displays all breakdowns for potential impact. Tables showing percentages and counts are available in Appendix 6.2.4.

**Figure 6 What do you think the likely impact of an active travel scheme would be on the below areas?**




Note: Air quality n=80, physical health n=80, the environment n=83, mental health and wellbeing n=81, the economy n=83

These results are to some extent influenced by the high number of responses from Inverness. Overall, respondents from businesses outside of Inverness were more likely to feel there would be a positive impact on air quality (60%), physical health (61%), the environment (58%), and mental health and wellbeing (52%). In relation to the economy, 29% felt the measures would have a positive impact, but 58% felt they would have a negative impact.

These results illustrate a key challenge in relation to the perceived impact of walking, wheeling and cycling projects on the economy. The geographical skew of responses from Inverness does not change this result.

## 2.4 Communication and engagement methods

Results in the following section all relate to communication and engagement. This includes the sources of information that respondents feel influence their own perceptions of active travel, how respondents would like to receive information about local active travel measures, what types of information respondents would like to receive as part of this, and how respondents would like to contribute to planning discussions.

### 2.4.1 Sources of information influencing perceptions

We asked respondents about the top three sources of information that they felt had influenced their own perceptions of active travel and active travel schemes. The top three selected were personal experience (chosen by 75% of respondents), their own research (chosen by 53% of respondents) and other businesses (chosen by 37% of respondents).

**Table 7 Please select the top three sources of information you think have influenced your own perceptions of active travel and active travel schemes?**

| Sources of information | Percentage | Frequency selected |
|---|---|---|
| Personal experience | 75% | 62 |
| Own research | 53% | 44 |
| Other businesses | 37% | 31 |
| Friends and Family | 31% | 26 |
| Representative business organisations | 30% | 25 |
| Social Media | 20% | 17 |
| Newspaper | 16% | 13 |
| Radio | 0% | 0 |

Note: 83 participants selected at least 1 option, 70 participants selected at least 2 options and 65 participants selected 3 options.

These results illustrate that communication and influencing could be potentially challenging for some organisations delivering active travel measures. Several of the sources of information that respondents often selected as influencing their perceptions of active travel measures were either personal or from direct contacts (personal experience, other businesses, and friends and family). Considering this, it may be difficult to share information with businesses in some cases. However, depending on the sources of information participants have access to when conducting their own research, it may be possible to have lines of communication here. Though further research would need to be done to identify these. Social media and newspapers also represent opportunities to communicate with some businesses.

### 2.4.2 Receiving information

We also asked businesses about the top three ways they would like to receive information about changes happening in their local area. The top methods selected were email (chosen by 75% of respondents), someone from the scheme coming into the business (chosen by 52% of respondents), and social media (chosen by 45% of respondents). As email was the primary survey dissemination method, this likely influenced this result.

**Table 8 Please select the top three ways you would like to receive information about changes happening in your local area?**

| Ways of receiving information | Percentage | Frequency selected |
|---|---|---|
| Email | 75% | 62 |
| Someone from scheme coming into business | 52% | 43 |
| Social media | 45% | 37 |
| Letter | 28% | 23 |
| Newspaper | 17% | 14 |
| Community notice board | 13% | 11 |
| Radio | 10% | 8 |
| Leaflets | 10% | 8 |
| Phone call | 4% | 3 |

Note: 83 participants selected at least 1 option, 70 participants selected least 2 options and 56 participants selected 3 options.

We asked respondents to select all the types of information they wished to receive before making an informed decision on supporting or opposing changes to their local area. The most popular was proposed designs (chosen by 88% of respondents), followed by an economic proposal (e.g. cost benefit details) (chosen by 86% of respondents), and general information regarding benefits and risks of the new active travel infrastructure (chosen by 75% of respondents).

**Table 9 Please select all types of information you would like to receive before making an informed decision on supporting or opposing changes to your local area?**

| Types of information | Percentage | Frequency selected |
|---|---|---|
| Proposed designs | 88% | 73 |
| Economic appraisal (e.g. cost benefit details) | 86% | 71 |
| General information regarding benefits and risks of new active travel infrastructure | 75% | 62 |
| Engagement plans (and information on how you can feed into the planning and when) | 73% | 61 |
| Timescales/ schedule | 70% | 58 |
| Case studies | 52% | 43 |
| Academic studies | 29% | 24 |

Note: 81 participants selected at least 1 option, 80 selected at least 2 options, 74 participants selected at least 3 options, 58 participants selected at least 4 options, 47 participants selected at least 5 options and 32 participants selected at least 6 options, 20 participants selected 7 options.

### 2.4.3 Contributing to planning discussions

Similarly, we asked businesses to select the top three methods they would like to use to contribute to planning discussion. The methods most selected by businesses were email (chosen by 73% of respondents), followed by online surveys (chosen by 67% of respondents) and forum discussions with other stakeholders (chosen by 59% of respondents). As the survey was mainly disseminated via email, this likely influenced this result.

**Table 10 Please select the top three methods you prefer to use to contribute to planning discussions.**

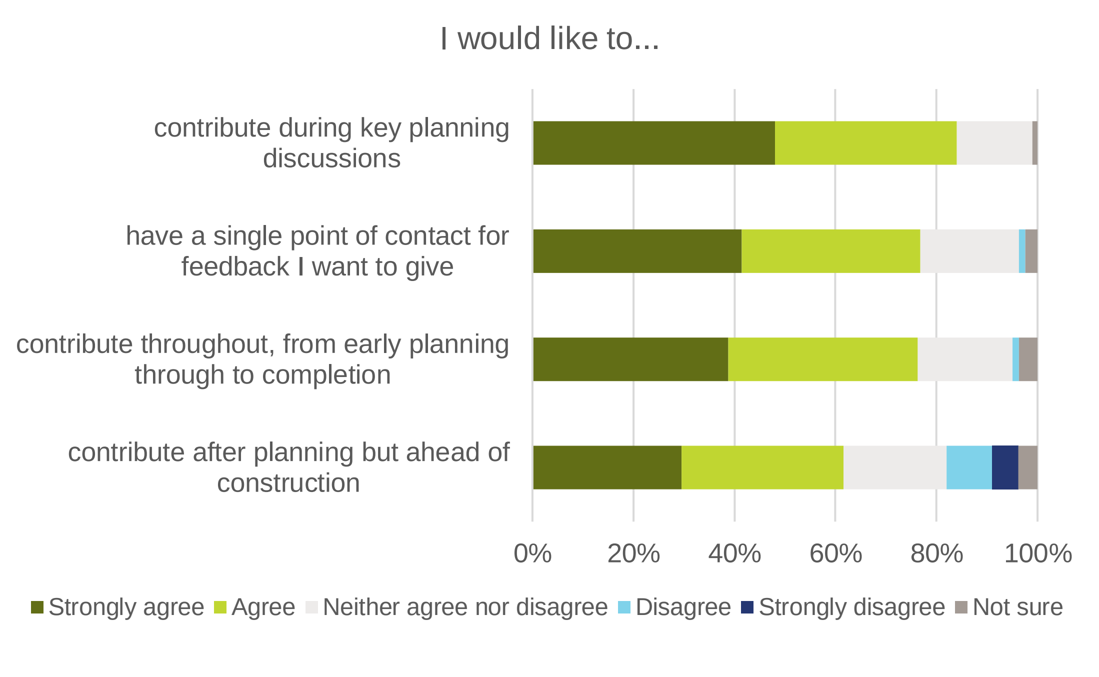
| Ways to contribute to planning discussion | Percentage | Frequency selected |
| --- | --- | --- |
| Emails | 73% | 61 |
| Online surveys | 67% | 56 |
| Forum discussions with other stakeholders | 59% | 49 |
| Face to face surveys | 45% | 37 |
| Leaflets | 8% | 7 |
| Phone | 8% | 7 |

Note: 82 participants selected at least 1 option, 78 participants selected at least 2 options and 57 participants selected 3 options.

Finally, we asked when businesses would like to contribute to changes in their local area. Respondents expressed a clear wish to contribute during key planning discussions (84%) or throughout the entire project, from early planning to completion (76%). The least popular option was to contribute after planning but ahead of construction (62%).

Over three quarters of respondents (77%) also agreed that they would like to have a single point of contact for feedback they want to give. Figure 7 displays all breakdowns for communication and engagement questions. Tables showing percentages and counts are available in Appendix 6.2.5.

**Figure 7 From a business perspective, how much do you agree/disagree with the following statements about contributing to community engagement or consultations?**




Note: I would like to contribute during key planning discussions n=81, I would like to contribute after planning but ahead of construction n=78, I would like to contribute throughout, from early planning through to completion n=80, I would like to have a single point of contact for feedback I want to give n=82.

Overall, these results suggest that business representatives would like to be involved in projects, particularly at key planning discussions. They would like a single point of contact and prefer to contribute via email, online surveys, forum discussions or face-to-face surveys rather than phone calls. They would also most like to receive information via email or someone coming into the business. The information they would most like to receive includes proposed designs, economic appraisals, general information about the benefits and risks of the new scheme, engagement plans, and timescales or schedules.

### 2.4.4 Open-text Analysis

Respondents were asked if there was anything else they would like to add regarding active travel or their preferred methods of engagement and invited to leave an open-text comment. These comments were analysed alongside open-text responses from questions 11a, 13a and 14a – which asked for any other comments about sources of information, receiving information and contributing to planning discussions. A full list of research questions is available in appendix 6.1.

Several respondents mentioned that their opinions of active travel and active travel schemes were shaped by their experiences and perspectives of existing schemes in the UK and internationally – influencing both support and scepticism of active travel.

A few respondents also mentioned that they perceived that active travel initiatives in rural areas would be less impactful and more disruptive to businesses than those in urban areas, because of a perception that staff and customers need to be able to drive to businesses in rural areas.

There were also comments by individual respondents that reaffirmed the importance of affective engagement with businesses, as they stated that:

- They wanted operational concerns to be understood and addressed early in the planning process
- They wanted schemes to be bespoke for their area, rather than '*a one size fits all'* approach
- They wanted to see evidence and case studies from successful schemes
- They wanted to be listened to and for their concerns to be acted on.

## 2.5 Further analysis

We conducted further analysis to see if there were differences in support for measures depending on responses to other questions in the survey. The number of respondents for each breakdown limits how much we can report on this analysis. Some of the key analysis where there were at least ten respondents for each breakdown or option are reported below.

Of those who did not feel that it was currently safe and easy to access their street for people with a range of disabilities, 63% (12) supported low traffic neighbourhoods, 64% (14) supported path widening, and 73% (16) supported segregated cycle lanes. These percentages compare to 33% (15), 36% (16) and 34% (16) among respondents who felt that their street was safe and easy to access for people with a range of disabilities.

Similarly, among those who did not feel that it was safe and easy to access their street by walking, 100% (11) supported 20mph zones. This compares to 63% (42) of those who felt that it was already safe and easy to access their street by walking.

Of those who felt it was not safe and easy to access their street by cycling, 79% (15) supported 20mph zones, 74% (14) supported path widening, and 70% (14) supported segregated cycle lanes. In comparison, among respondents who felt it was safe and easy to access their street by cycling, 65% (33) supported 20mph, 35% (17) supported path widening, and 39% (20) supported segregated cycle lanes.

These results suggest that levels of support among business representatives for various active travel schemes may differ depending on their current perceptions of access to their street.

# 3. Working with businesses

## Lessons learned from existing walking, wheeling and cycling projects

### 3.1 Background

In order to learn from existing projects where walking, wheeling and/or cycling measures had been delivered or planned near local businesses, we interviewed nine individuals involved in the delivery of such schemes across Scotland. Everyone interviewed had experience of engaging with businesses as part of the schemes they were working on. The interviews focused on discussing where engagement with businesses had worked well and why this was the case, as well as learning from challenges they had faced.

The majority of those interviewed were members of transport or technical service teams within local councils, including a range of officers and project managers. One interviewee was from an external organisation which worked in partnership with the local council to deliver engagement and collaborative design on the project.

The schemes discussed by interviewees ranged from high-profile projects on streets with a significant number of businesses in city centres, to smaller-scale temporary infrastructure changes. Several of the schemes were delivered through the Spaces for People programme, meaning they were temporary infrastructure designed in response to the Covid-19 pandemic. Measures delivered through the schemes included:

- Segregated cycle lanes
- Street closures to motorised vehicles
- Parking removal
- Footway widening
- Public realm improvements
- Pedestrian crossing and junction upgrades

Schemes were at a range of stages when we interviewed participants. All the Spaces for People temporary infrastructure had been delivered, with some of these having been subsequently removed and others in the process of developing proposals to be made permanent. Of the two non-Spaces for People schemes, one was beginning to develop detailed designs whilst the other was ready to tender for construction.

More detailed information about the interviews is available in the methods section of this report (see section 5.2).

## 3.2 Why business engagement is important

This following section sets out why engaging with businesses is important, drawing on interviewees' perspectives on how effective engagement can help to overcome common challenges when delivering active travel schemes. Section 3.3 then explores interviewees' experiences of where engagement worked well, drawing out the different elements of these experiences that worked towards effective engagement.

### 3.2.1 Key concerns for businesses

All interviewees reported that the removal of parking was the most common concern about proposed measures among businesses, particularly among retail businesses. Businesses were often worried about the potential loss in revenue as they perceived that a significant number of customers were travelling to their shops by car. Interviewees also highlighted that businesses were concerned the loss of parking and loading bays would impact their ability to receive and dispatch deliveries.

Other issues that businesses commonly raised included concerns around measures obscuring frontages, access to bins and worries around disruption during construction.

***"that was the sole complaint, that my customers can't park outside my shop anymore and can't pop in and then be on their way"***

Some interviewees felt that these concerns had been particularly heightened in recent years as businesses had been affected by the Covid-19 pandemic and the cost-of-living crisis, making any potential loss in revenue a more concerning prospect.

However, interviewees found that through effectively engaging with businesses, solutions to concerns around parking and loading could sometimes be found. In one example, the parking that had remained was changed into loading bays following feedback from local businesses. Through engagement with project staff, often initial concerns about loss of parking reduced with business representatives recognising the potential benefits of schemes for their own businesses and the wider area.

### 3.2.2 Engaging during Covid

Measures delivered through the Spaces for People programme used temporary traffic orders to get infrastructure on the ground quickly in responses to the Covid-19 emergency. This often placed limitations on what was possible in terms of engagement, meaning that interviewees had experience of delivering projects where little engagement with businesses had happened before measures were put in.

Interviewees acknowledged that without this early engagement they were often left trying to anticipate what businesses required and some felt that they were not best placed to do this.

They reported that this often created backlash as people felt they had little control over what was happening outside of their businesses. Some interviewees experienced these complaints snowballing, often through reporting in the local media. These snowballing complaints put pressure on local elected officials and led to some measures being removed.

These experiences affirmed the need for greater and earlier engagement which enables businesses, and others in the community, to influence measures from early in the process. Learning from these experiences, some interviewees had decided to engage more comprehensively on subsequent projects – including those implemented through Spaces for People.

***“people don’t like having things imposed upon them and when they’re not involved in that planning phase, in that conversational phase, at the beginning, they do feel that it’s an imposition.”***

### 3.2.3 Misinformation

Interviewees also had experience of working on projects where misinformation about the scheme spread due to misinterpretation of what was being proposed or what the effect of the measures may be. This was particularly damaging if the media reported on these rumours, meaning misinformation quickly snowballed.

There were also incidences where interviewees experienced people raising concerns related to businesses that they did not represent, which turned out to be unfounded concerns that were not held by the businesses themselves.

***“misinformation can really damage you, particularly if local press or national press get hold of some of these rumours.”***

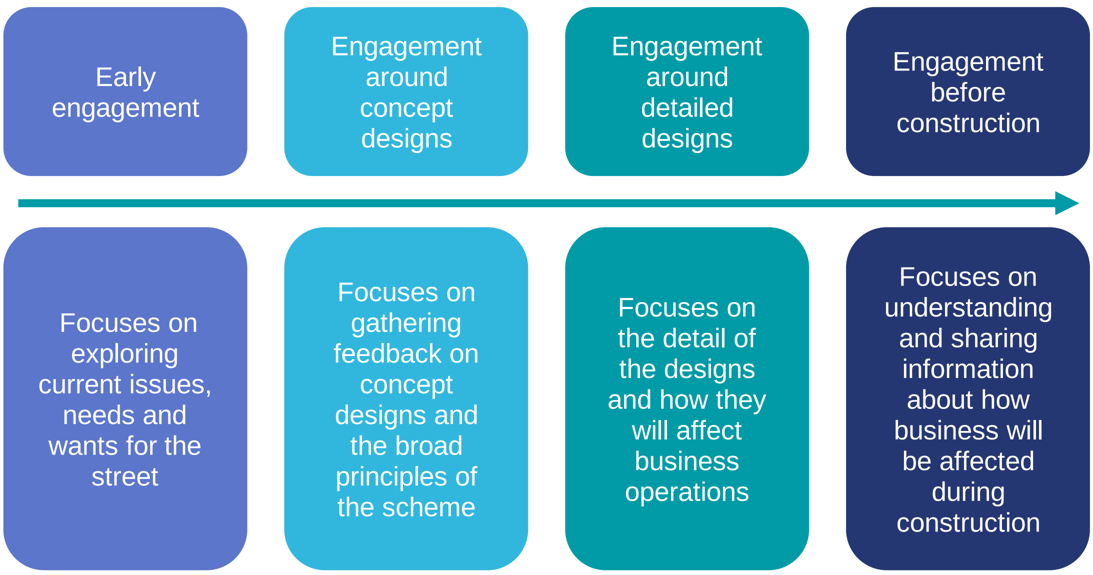
Interviewees reported that effective engagement could enable misunderstandings to be resolved, and valid concerns to be separated from those based on misinformation.

## 3.3 Engaging with businesses

### 3.3.1 Engagement through the project lifecycle

Interviewees stressed the importance of engaging with businesses throughout the lifecycle of a project. However, they described how the aims and requirements of this engagement change throughout the different stages of delivery. Figure 8 provides a summary of these stages of engagement.

**Figure 8 The stages of engagement**




Early engagement, before designs are developed, was described as focusing on exploring current issues, needs and wants for the street. One interviewee described this process as developing a *'set of principles that will guide through the design process'*. Involving businesses at this stage was seen as key to ensuring the designs meet their needs whilst also helping business representatives feel a sense of *'ownership'* over the project. Multiple interviewees described effective engagement as bringing businesses *'along for the journey'*, and engagement at this early stage was seen as essential for this. One interviewee also recommended ensuring that the street is documented at this stage to capture its state before the measures and to make it easier to demonstrate the benefits.

Engagement following the development of concept designs focused on encouraging businesses to feedback their views on these designs and what they might like to retain and change about them. Some projects employing collaborative design principles also encouraged businesses, alongside the wider public, to be involved in the process of creating designs for the street that fed into these concept designs.

Moving from concept to detailed designs, interviewees described focusing on the *'nitty gritty'* of designs with businesses, particularly concentrating on the detail of issues such as loading requirements and access needs. One interviewee highlighted the importance of having clear parameters over what businesses can influence at this stage. They described that the broad principles of the design should be in place, with small changes able to be made to accommodate business needs.

***"There comes a point where we need to stick with what we've got almost. People could comment but we need to stand by our guns. So there's a clear decision there. So that was concept design".***

Working with businesses both to understand and communicate about how they may be affected during construction, and how to mitigate this, was also described as an important phase of engagement.

Interviewees involved in larger projects with long timescales and numerous stakeholders spoke about the need to create communication and engagement plans for each of the stages outlined above. They described engagement as a process of *'trial and error'*, where creating these plans created an opportunity to reflect on what had worked well and not so well and to incorporate these lessons learned into the plan going forward.

***"At each stage, we prepare an engagement and communication plan. It's one of the first deliverables that we focus on, not just the kind of programme or budgets, etc., it's that communication and engagement plan and we've been developing that over the years […], there's been many different approaches. Some have worked better than others."***

## 3.3.2 Communication methods

Interviewees spoke about the value of regularly communicating with businesses. This involved updating businesses on what had happened in a project up until that point, what would be happening next and how they could feed back and get involved. Effective communication could also help raise and retain awareness about a project. This is seen as particularly important as projects move through the key stages as discussed in the previous section.

Interviewees described using multiple methods to communicate with businesses, mixing both online and offline channels. Multiple interviewees spoke about using project webpages as a central place to share updates. Some also found social media an effective way of reaching lots of businesses – especially through utilising the social media channels of key stakeholders or local media. For high-profile schemes, putting details about the scheme in local papers was effective at raising awareness of the project.

***"I think it's communicating on a regular basis, so not to give people surprises".***

Interviewees spoke about using regular letter and leaflet drops of all nearby businesses. However, there was also a perception that flyers and leaflets are often easily missed or ignored, particularly in places where there may be lots of other schemes all sending out their own flyers. One interviewee described this as the '*least effective method of communication*'. Despite this, the interviewee still felt that letter and leaflet drops were important to ensure that all businesses had at least been contacted.

Among all interviewees there was a sense that these methods of communication needed to be paired with direct contact with businesses, often in the form of face-to-face conversation but also by phone and email. This was important in raising awareness about the project and ensuring business representatives accurately understood what was being presented.

In talking about this direct communication, interviewees spoke often about the benefits of businesses being able to *'put a face to the name'* and get to know the individuals working on a project. Through regular direct communication, interviewees described building trusting relationships with business representatives. This could sometimes help to dismantle existing mistrust in the council that some interviewees had perceived. Direct and regular communication increased trust both in the project and in the process of engagement.

***"crucial to it is giving them a face because the perception of the Council is it's a big machine or you just get passed from pillar to post"***

### 3.3.3 Key Stakeholders

Multiple interviewees described developing relationships with key organisations and individuals in the area as an important means of reaching businesses.

Business improvement districts and management groups were mentioned numerous times as particularly important organisations to work closely with. They can be effective at disseminating information and encouraging participation through their existing networks of businesses and communication channels. They also play a useful role as a *'critical friend'*, providing feedback on designs, and communication and engagement methodologies and materials.

Several interviewees perceived that information obtained through peers was often better received and more trusted by businesses than information coming directly from the council. Interviewees described that supportive businesses or organisations could often play a role in *'converting'* more sceptical businesses. Therefore, developing relationships with key supportive business representatives could be a good way of encouraging support among businesses in the area.

Interviewees recommended considering what organisations and networks exist in the area at the beginning of a project and forming a core stakeholder group that meet regularly. As well as organisations that represent businesses, these may also include heritage groups, community councils and statutory bodies, such as the Police.

***"For the business community, that sort of focused engagement with leadership and management groups and having their membership, use those members as a focal point to communicate one message, being the tip of the spear, so to speak."***

### 3.3.4 Sharing information

Interviewees acknowledged that engaging on infrastructure projects meant communicating complex, detailed information to non-technical audiences. Therefore, they highlighted that distilling information into clear, concise, and non-technical formats, and ensuring that what is shared is relevant to businesses, is crucial. One interviewee said that using graphics had been particularly useful in this regard and they recommended investing in developing high-quality graphics for projects despite the cost associated with this.

***"an easy way to talk about it is 50% of my job on this project is communication. It's trying to elaborate on something really complex and really technical and to distil that in the simplest, most understandable context to each business that it's relevant to, and that conversation changes and the focus of each one will change based on every one of those priorities."***

When communicating directly with businesses, interviewees spoke about needing to be adequately prepared for conversations, particularly for businesses with complex needs such as hotels or events venues. This meant not engaging with businesses at stages when answers could not be given or there was no new information to update on. Some interviewees also spoke about anticipating the particular needs and potential issues businesses may have and tailoring conversations to these.

***"you have to go in better prepared because they will challenge you and more quite rightly so, because they have staff who are knowledgeable and experts in their field"***

Interviewees also recommended focusing on the potential benefits of measures for local businesses when communicating about changes. Although some business representatives may be motivated by the wider benefits the scheme could bring to the area, focus on benefits was most effective when considering how the scheme may create added value for that specific business. One interviewee spoke about using historic examples of similar schemes that had delivered benefits for local businesses.

However, there was an acknowledgement that some businesses had benefited, or could stand to benefit, from measures more than others. There was a general perception that hospitality businesses had particularly benefited from the creation of space for outdoor seating and trading and were less impacted by loss in parking.

Multiple interviewees spoke about being open, honest and sympathetic when communicating with businesses. This meant, for example, being transparent about the potential disruptions that businesses may face in the short term, particularly during construction phases. Being transparent also meant being clear about the boundaries of what businesses can influence and what is within the scope of the project – boundaries that will change over the course of the project.

***"you need to have clear parameters, you need to give people a voice but you need to make it clear that not everything's a given"***

### 3.3.5 Engagement methods

Interviewees spoke about the benefits of employing a diverse range of engagement methods when working with businesses. There needs to be multiple ways for people to get involved in the project. The specifics of these will be tailored to what is appropriate for the scale of the project, the measures being introduced and the nature of businesses in the area. For example, interviewees spoke about large chain businesses requiring a different approach than working with small local businesses.

They reported that it tended to be relatively easy to visit a small business and to find the right person to speak to about the project, who has detailed knowledge of business operations. However, this could be more challenging with larger businesses. Finding the *'one person at the top of the hierarchy that is going to be a decision maker'*, often required multiple emails and phone calls combined with in-person visits. Communicating through organisations such as business improvement districts were a particularly useful way of reaching representatives of larger businesses.

All interviewees spoke about having *'boots on the ground'*, going door-to-door to have conversations with businesses directly, as the most impactful method of engagement. Doing so enabled interviewees to have open and tailored dialogue as recommended in the previous section. Through these conversations businesses could provide specific feedback in relation to their business needs and wants. This also enabled those working on the project to spend time in the place, understanding how the local businesses work – which one interviewee particularly recommended.

***"you need to go and knock on every single door, and you can't understand a place without shopping in its shop or having a lunch in its café"***

One interviewee also noted that in their experience these personal conversations often created less confrontation than other methods of engagement. They therefore reflected that it was particularly important to meet face-to-face with business representatives that may be initially unsupportive of the project.

This face-to-face engagement could also be combined with emails and phone calls to continue  direct conversations with business representatives. Some interviewees spoke about face-to-face visits providing a way to find the right contact details for business representatives and to prompt future engagement with emails or phone calls.

Interviewees acknowledge that this was time-intensive work that required persistence and flexibility. Interviewees spoke about the difficulty of finding the right person to speak to and often having to visit businesses multiple times to get the right information. One interviewee also highlighted that weekends can be the best time to speak to some business representatives. Therefore, multiple interviewees spoke about needing to properly resource engagement and ensure this resource is maintained throughout the project. This was cited as a key challenge by interviewees – particularly on long-term projects.

***"it's probably one of the biggest challenges is finding who is the right spokesperson for that business"***

***"honestly I think [engagement is] at least half of the project, if not more,"***

Online events were seen as useful for reaching large audiences and for their ability to be organised quickly. It was also highlighted that they are often easier for people to attend than in-person events. However, they were seen as more valuable for giving information rather than facilitating dialogue. One interviewee recommended limiting attendees' ability to participate to chat functions in order to effectively manage discussion.

***"it's more accessible now because people are like I can just jump on that [call] or that's fine because the kids are in the other room having their tea"***

In-person workshops were used by some interviewees. One interviewee commented that they were particularly useful at the design stages, where seeing models or graphics and having the ability to chat through them was valuable. Another interviewee had used workshops as a way of bringing different groups together who may have potentially conflicting needs to help build learning and empathy.

***"hearing about the impact that pollution makes on a resident or that noise makes on the people that live above your pub and then vice versa, hearing from the pub about how many people they employ and how important live music is. That kind of thing is so important."***

On projects taking a collaborative design approach, interviewees also spoke about using creative methods of engagement as an effective way of getting people involved in projects. This included activities such as street art painting.

Consultation surveys were touched on by some interviewees, however they were not spoken about as a core approach to working with businesses but rather part of wider public engagement. In talking about them some interviewees recommended not using referendum, 'yes' or 'no', style questions which dictated a certain percentage of respondents to be in favour of a project. As one interviewee stated *"if we start bringing everybody in and spending a bit of time talking and listening and exploring the issues, then we don't ever really need to get to that stage because most people… and sure, there [are] issues but most people come on that journey with you".*

Some interviewees had used external organisations to deliver parts of engagement, such as workshops. They reported that this brought in expertise that may not be held within the council. They also noted that it could be useful not to have the council as the face of engagement to avoid discussions getting side-tracked with businesses' wider complaints about the council not related to the scheme.

***"without that external company, what happens is you're seen as the council so [people complain about other things] about seagulls and people taking drugs round the back of my lane and bins. So you get all this sort of stuff as opposed to an external company coming in, who are here to do this bit, and there's a neutrality that they bring to those conversations that I think is really, really important"***

### 3.3.6 Demonstrating the influence of engagement

Interviewees also spoke about the benefits of showing businesses how their feedback had been used and how and why decisions had been taken. This included demonstrating how feedback had influenced designs, but also why their ideas may not have been taken on board.

***"traditionally we would have just cracked on and we'd have forgotten that evaluation bit of updating them. So they think "we've told them not to do this and they've just gone and done it anyway". Whereas it's important to go back and say we have listened but this is why we're doing it and what we're going to do now."***

One means through which businesses' influence could be clearly demonstrated was by using temporary infrastructure. Interviewees described that designs using temporary infrastructure could be easily and cheaply tweaked or adapted based on feedback. For example, one interviewee had been able to easily make a loading bay bigger based on feedback from a business by moving planters. Being able to directly demonstrate the influence of feedback from businesses on the design was also an effective way of getting businesses on side and showing that their comments were being taken on board.

***"the fact that this is cheap and cheerful, temporary means there is an opportunity to physically see things that perhaps don't work. That if we hadn't done this, it would have been built in solid kerbs, in solid natural stone, and that would have cost hundreds of thousands of pounds to change with great reluctance"***

***"So it's trying to get something that might not necessarily be the final solution. Things might evolve over time even now but it's something that's finely tuned based on peoples' needs and wants at the moment."***

Using temporary infrastructure could also help to demonstrate the impact of measures and show businesses that some of their initial concerns around the effect of measures may be unfounded.

However, interviewees highlighted that the purpose of the trial and feedback mechanisms need to be clearly communicated to businesses. They also mentioned that often business representatives raised issues with the appearance and quality of temporary infrastructure and therefore these concerns would need to be balanced with the potential benefits of using this approach.

***"We kind of had to say to trial it, see how it goes, be flexible. What they actually did is they trialled it, they put their tables and chairs inside the closed off parking bays, beautiful planters all the way around, segregated and all that kind of stuff, and what they discovered was that, in their head, what they thought was going to be a problem wasn't a problem"***

# 4. Recommendations

We devised the following recommendations based on the survey results and interviews.

## 4.1 Invest in communicating and engaging with businesses, especially when proposing measures affecting parking and loading locations

Our combined interview and survey results show that changes to parking and loading bays are major concerns for business. Where walking, wheeling and cycling schemes are likely to involve changes to parking and loading, we recommend placing a strong emphasis on business engagement from an early stage. This includes allocating time in the early stages to understand the area and the key stakeholders, as well as creating communication and engagement strategies. It also means ensuring that there is the time and budget for multiple face-to-face visits at different times of the week and for tailored communication with different types of businesses. This is time-consuming, intensive, and expensive but could impact whether the project is ultimately successful or not.

We particularly recommend investing in business engagement in cases where proposed measures include closing streets to vehicles or introducing segregated cycle lanes – both of which may also involve changes to parking and loading. These measures were the most opposed in the business survey.

## 4.2 Engage throughout the project lifecycle

It is clear from this study that when new walking, wheeling and cycling measures are being delivered, businesses in the local area want to be engaged throughout the project, and particularly early on during key planning discussions. Over three quarters of survey respondents agreed that if a project were being planned for their street, they would want to contribute throughout the entire project, from early planning to completion (76%). Even more respondents agreed that they would want to contribute to key planning discussions (84%).

With this in mind, we recommend that those delivering walking, wheeling and cycling measures engage local businesses at each stage of a project, from early scoping activities to post construction. We also recommend they plan for communication and engagement for each of these stages, considering how the aims and objectives of this engagement change as the project progresses. Sharing clear parameters for engagement with businesses helps manage expectations and clarify what influence feedback could have at each stage.

Plans for engagement could follow this broad approach described in interviews:

1. Early engagement focuses on exploring current issues, needs and wants for the street. Engagement at this early stage can help build long-term support.
2. In the next stage, engagement focuses on gathering feedback on concept designs, including elements business would like to keep or change.
3. Once detailed designs are available, engagement focuses on the detail. It is important to set clear parameters over what businesses can influence at this stage. The broad principles should be in place, with small changes possible to address business needs.
4. Before entering construction, those delivering projects should also understand and share information with businesses about how they may be affected during construction and how to mitigate this.

## 4.3 Use a range of communication and engagement methods and assign a single point of contact

We recommend that a diverse range of engagement and communication methods are employed when working with businesses. This includes mixing online and offline methods. It also includes blending targeted direct engagement with businesses, through methods such as in-person conversations and email, with less personalised engagement, through methods such as social media and online surveys. The particularities of these methods should be considered based on the scale and scope of the project, alongside the particular make-up of businesses in the area.

We asked survey respondents about how they would like to receive information about local walking, wheeling and cycling measures, and how they would like to contribute to planning discussions. In general, respondents would prefer to contribute to planning discussions via email (73%), online surveys (67%), forum discussions with other stakeholders (59%) or face-to-face surveys (45%) rather than leaflets or phone calls (8%).  The most popular methods of receiving information were via email (75%), someone coming into the business (52%) or social media (45%).

All interviewees encouraged having 'boots-on-the-ground', going from business to business to have face-to-face conversations as one of the most effective means of communication and engagement. They particularly highlighted the benefits of being able to 'put a face to the name' of the person(s) working on the project, giving businesses a clear point of contact. Businesses' desire for this also came through the survey, with three quarters of respondents agreeing that they would like to have a single point of contact for feedback (77%).

Email was the most popular choice among survey respondents for ways to receive information and ways to contribute towards planning discussions, though this result may have been influenced by the method used to share the business survey (email). Some interviewees touched on using email, although they spoke about combining it with face-to-face communication to ensure emails had been addressed to the right people and businesses and that they had been engaged with.

Interviewees also mentioned webpages, social media and online events as useful for sharing information, but less valuable for creating dialogue. In contrast, in-person workshops were seen as more effective at encouraging dialogue with and between businesses.

Leaflets and letter drops were seen as the least effective means of communication, but important as a minimum to ensure each business has been reached. This is also reflected in the survey results as leaflets were one of the least popular choices for contributing to planning discussions (8%) and for receiving information (10%).

## 4.4 Share information about potential benefits & risks

We suggest that information shared with businesses focuses not only on the details of the proposed scheme, but also on what effects this will have for their businesses and the wider area. Focusing on the potential benefits to businesses is important when communicating with businesses, however, this should not obscure the potential risks for businesses which it is important to be honest about.

Interviewees recommended focusing on the potential benefits of measures for local businesses when communicating about changes, particularly focusing on how the scheme may create added value for that specific business. The value in doing this was also highlighted in the survey results, as only 23% of respondents thought that active travel schemes could have a positive impact on the economy. Furthermore, the second most popular choice for the type of information businesses would like to receive was an economic appraisal (chosen by 86% of respondents). This suggests a desire among businesses to know about the potential economic impact of proposed schemes.

Interviewees highlighted the need for the information that is shared with businesses to be clear, concise, and non-technical. This is particularly important when thinking about showing proposed designs, which was the most popular choice among survey respondents for what information they would like to receive (chosen by 88% of respondents).

Over 70% of survey respondents also selected that they would like to receive general information regarding the benefits and risk of new active travel infrastructure and information about engagement plans. This demonstrates the need to be clear, open and transparent with businesses about the process of engagement and the potential benefits, but also risks associated with the scheme. One area in which this was particularly highlighted by interviewees was being transparent about disruption around construction.

## 4.5 Build relationships with local business groups to support sharing of information and building of trust

Several interviewees mentioned developing relationships with key organisations, such as business improvement districts and management groups, as an important means of reaching local businesses. Local business groups may be able to share information and encourage participation through their networks, as well as act as a representative with feedback on designs and communications and engagement materials. Notably, interviewees mentioned that approaching business representative groups can be particularly helpful for reaching large business chains.

Considering this, when beginning a new project, it is worth researching existing business groups within the area and potentially setting up a core stakeholder group at the very beginning of a project. Reaching a few core businesses or groups could help share information further.

Communication through business networks and groups could also potentially help build trust. Results both from interviews and the business survey indicate that information obtained through peers tends to be better received and more trusted than information coming from the Council, for example. When we asked respondents to select what they felt most influenced their perceptions of active travel schemes, the options most often selected were personal experience, their own research, and other businesses.

## 4.6 Feed back to businesses on engagement

We recommend ensuring that the potential and actual impact of engagement is shown to businesses and that this is done with honesty and transparency.

Interviewees spoke of the importance of being open about the process of engagement. This included being clear about what businesses can influence and how this may change at different stages of the project, but also meant feeding back to businesses about how their comments had been used, and how and why decisions had been taken. It's important to demonstrate how feedback has influenced designs but also why decisions taken may not be in line with responses from businesses. Doing so was seen as a key way of building and retaining trust in the project and in the process of engagement among businesses.

# 5. Methods

As part of this research, Sustrans Research and Monitoring Unit undertook a business survey and interviewed several active travel delivery partners to understand how business representatives feel about different types of walking, wheeling and cycling measures, and to learn about how best to work with and engage local businesses.

This follows on from three case studies we undertook in 2021/22 which all focused on areas where Spaces for People measures had been implemented close to businesses. The case studies helped inform this broader research by highlighting key themes, such as the challenges of parking and delivery access, and the value of in-depth engagement and collaborative design. Several other themes that emerged in the case studies focused specifically on Spaces for People and temporary infrastructure. In 2022/23, we aimed to search beyond this to address active travel projects involving permanent infrastructure too.

Our research questions were:

1. How do business representatives from a broad range of businesses across Scotland perceive different types of walking, wheeling and cycling measures?

    a. Do levels of support from business representatives vary for different types of measures? And if so, how?

    b. Is the removal of and moving of parking and loading bays a key concern?

2. How would business representatives like to be informed about changes happening on their local street? How would they like to engage in the process when changes are proposed?

3. Where new walking, wheeling and cycling projects have gained support from local businesses, why was this the case?

4. What is best practice when engaging with local businesses on walking, wheeling and cycling measures?

## 5.1 Business survey

To hear from business representatives directly, we issued an online business survey in mid-December 2022. This remained open for two months, until mid-February 2023. We designed the survey to be broad and relevant for a wide range of businesses across Scotland and the rest of the UK. To do this, we avoided questions about specific places where walking, wheeling and cycling measures were in place. We took this approach to hear from a range of businesses rather than restricting responses to where there were existing projects. A full list of survey questions is available in the appendix at the end of this report.

We designed the business survey questions within the research project team along with feedback from the wider Research and Monitoring Unit in Sustrans. Colleagues across Sustrans that had an interest in business perceptions of active travel and how they would like to be engaged in schemes also contributed to question formation.

Sustrans shared the survey with 78 business representative organisations, including all chambers of commerce (23) and business improvement districts (22) in Scotland. 15 of these organisations agreed to promote the survey to their members by sharing in newsletters and on social media. In total, 83 business representatives responded to the online survey. 76 (92%) of these responses were from businesses reached through Business Improvement Districts.

We invited business owners and other business representatives, such as managers, to complete the survey.

There was a high number of responses from Inverness. These responses make up 46% of all survey responses. The timing of the survey likely influenced this response rate. The Highland Council announced revised plans for traffic restriction on Academy Street in Inverness shortly before we issued this survey in December 2022. The business improvement district in Inverness helped disseminate the survey. Given the timing with the Academy Street announcements, it is likely that these respondents had a particular interest in feeding back on walking, wheeling and cycling infrastructure.

We asked all respondents to provide postcodes for the businesses that they were representing. We used these postcodes to match responses to local authority codes, locality codes and the Scottish Government urban rural classification 2020.

### 5.1.1 Limitations

The method of survey dissemination relied on business representatives to choose whether they wanted to complete the survey. The survey is therefore subject to self-selection bias. It is not a representative sample of all businesses in Scotland. Geographically, responses are not evenly spread, with a disproportionate number of respondents from Inverness (38 out of 83). We did not adjust for this in the analysis and have kept all responses in the report without any weighting. Where there are notable differences between results from Inverness and elsewhere, we highlight these in the report. None of these differences significantly affect the overall findings and messages from the research.

Due to time constraints, the survey was only available online. This also has potential to skew results, particularly in relation to some questions, such as how respondents like to receive information. Email was the most popular method selected, but this is also mainly how this survey was disseminated.

We received 83 responses in total. This number of responses limited our ability to report on detailed breakdowns and filters; for example, comparisons by type of business, mode of travel and existing infrastructure. We only reported on comparisons where there were at least ten responses for each breakdown or category.

Because we designed the survey to be appropriate for businesses where no infrastructure is in place or planned, there are many questions about hypothetical situations. It is possible that if the situation were real, for example if a low traffic neighbourhood were being planned for their area, respondents may feel differently.

## 5.2 Interviews

In 2022 and 2023, members of Sustrans Research and Monitoring Unit interviewed a selection of delivery partners involved in planning walking, wheeling or cycling measures near local businesses.

The interviews were semi-structured and focused on what had worked well when planning or implementing these measures, as well as the challenges partners had experienced. In 2023, interview questions also focused on engagement methods specifically.

Members of Sustrans Research and Monitoring Unit conducted six interviews with nine interviewees from a range of Sustrans partner organisations based in Dundee, Glasgow, Edinburgh, Renfrewshire, and Moray. Everyone interviewed had experience of engaging with businesses as part of delivering walking, wheeling or cycling measures.

The majority of those interviewed were members of transport or technical service teams within local councils, including a range of officers and project managers. One interviewee was from an external organisation which worked in partnership with the local council to deliver engagement and collaborative design on the project.

The schemes discussed ranged from high-profile projects on streets with a significant number of businesses in city centres, to smaller-scale temporary infrastructure changes. Some of the schemes were delivered through the Spaces for People programme, meaning they were temporary infrastructure designed in response to the Covid-19 pandemic. Measures delivered through the schemes discussed included:

- Segregated cycle lanes
- Street closures to motorised vehicles
- Parking removal
- Footway widening
- Public realm improvements
- Pedestrian crossing and junction upgrades.

Schemes were at a range of stages when we interviewed participants. All the Spaces for People temporary infrastructure had been delivered, with some of these having been subsequently removed and others in the process of developing proposals to be made permanent. Of the two non-Spaces for People schemes, one was beginning to develop detailed designs whilst the other was ready to tender for construction.

We recorded and transcribed all interviews. We coded interview transcripts using an inductive approach. The codes were derived from the interviews themselves with only a very broad guide at the start of the process. We devised the themes outlined in this report by grouping codes once the first round of coding was complete. We chose this approach to foreground the priorities of interview participants while still addressing the broader research questions. All coding was reviewed by a second member of Sustrans Research and Monitoring Unit.

### 5.2.1 Limitations

We originally planned to interview partners where projects were complete only, but this was too restrictive and we struggled to find appropriate studies with completed projects to include. We instead opted for projects at different stages, including one beginning the detailed design stage.

Some of the challenges and learnings raised in interviews related specifically to the temporary nature of Spaces for People. These are outlined in section 3.1.1.3 Misinformation. There is a lot of helpful learning from these experiences, for example in relation to engagement, but it was also a unique situation given the context of the emergency programme.

# 6. Appendix

## 6.1 Survey questions

1. Which of the following best describes your role in this business?
    - Assistant
    - Business Owner
    - Customer Service Representative
    - Manager
    - Supervisor
    - Prefer not to say
    - Other

    If you selected Other, please specify:

2. What main type of service does this business provide:
    - Accommodation (guest house, hotel, hostel)
    - Bookmakers (betting shop)
    - Food/ drink establishment with seating (e.g. restaurant, café, bar)
    - Food establishment: takeaway only
    - Food/drink: groceries (e.g. supermarket, grocery store, off license)
    - Hair & Beauty (e.g. hair salon, nail salon, barbers)
    - Jeweller
    - Other professional services (including law office, bank, post office, estate agent, travel agent, dentist)
    - Pharmacy
    - Retail with small-medium purchases (e.g. clothes, books, stationary, charity shop, newsagent)
    - Retail with large purchases (e.g. furniture store, hardware store)
    - Prefer not to say
    - Other

    If you selected Other, please specify:

3. Please provide your business postcode

4. How do you **normally** travel to work?
    - Bus
    - Car/Van
    - Cycle
    - I work from home
    - Mixed modes e.g. walk and train
    - Taxi
    - Train
    - Walk
    - Other

    If you selected Other, please specify:

5. In your opinion, how do most of your employees and customers travel to your business?

   Employees:
   - Bus
   - Car/Van
   - Cycle
   - Taxi
   - Train
   - Walk

   Customers:
   - Bus
   - Car/Van
   - Cycle
   - Taxi
   - Train
   - Walk

6. How far do you estimate most of your customers travel to this business? Please give your best estimate
   - 0-2 miles/ 0-3 kilometres
   - 2-5 miles/ 3-8 kilometres
   - 5+ miles/ 8+ kilometres
   - Unsure

Page 3: Active Travel Schemes

Active travel refers to walking, wheeling and cycling. Wheeling means to use a wheelchair or mobility scooter.

Active travel schemes are changes to streets, roads or paths to make it easier to walk, wheel and/or cycle. Examples of Active Travel schemes include segregated cycle lanes, pedestrianisation of streets, etc.

Please use these scheme examples to help answer question 7 below.

**A. 20 mph (miles per hour zones)**
Implement 20mph speed limits on local roads

**B. Cycle storage**
Secure place to lock and store a cycle

**C. Low traffic neighbourhood (LTNs)**
Restrict through-traffic on local residential streets


**D. Path widening/ resurfacing**
Increase pavement width / upgrade surface materials of the path

**E. Pedestrianisation of street**
Improve routes and facilities for safe walking and wheeling, can include closing street to most vehicles

**F. Public realm improvements**
Increase space for people socialising, walking and wheeling

**G. School streets closure**
Close streets outside local schools to cars during drop-off and pick-up times

**H. Segregated cycle lanes**
Create cycle tracks physically separated from traffic and pedestrians

7. Please tell us your opinion of the following active travel scheme features if they were to be introduced in your area.
   Please note that this question is hypothetical and does not refer to any specific road or place.
   - 20 mph zones
   - Bike storage
   - Low traffic neighbourhoods
   - Pavement widening/ resurfacing
   - Pedestrianisation of street (close street to most vehicles)
   - Public realm improvements
   - School street closures

- Segregated cycle lanes

[Options: Strongly support; Support; Neither support nor oppose; Oppose; Strongly oppose; Not sure]

7a. Do any of the following common active travel scheme features exist near your business?

- 20 mph zones
- Bike storage
- Low traffic neighbourhoods
- Pavement widening/ resurfacing
- Pedestrianisation of street (close street to most vehicles)
- Public realm improvements
- School street closures
- Segregated cycle lanes
- Other

If you selected 'other', please specify:

8. How much would you support or oppose the following?
   Please note that this question is hypothetical and does not refer to any specific road or place.
   - A decrease to the number of parking places nearby
   - Relocation of the same number of parking places to another location nearby
   - A change to the delivery location for this business

   [Options: Strongly support; Support; Neither support nor oppose; Oppose; Strongly oppose; Not sure or N/A]

Page 4: Perceptions

9. What do you think the likely impact of an active travel scheme would be on the below areas?
   - Air quality
   - Mental health and wellbeing
   - Physical health
   - The economy
   - The environment

   [Options: Very positive; Positive; No impact; Negative; Very negative; Not sure]

10. To what extent do you agree or disagree with the following statements about the current street your business is located on?
    - It is safe and easy to access by foot
    - It is safe and easy to access by cycling
    - It is safe and easy to access for people with a range of abilities

    [Options: Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree; Not sure]

11. Please select the top three sources of information you think have influenced your own perceptions of active travel and active travel schemes?
    - Friends and Family
    - Newspaper
    - Own research
    - Other businesses

- Personal experience
- Radio
- Representative business organisations
- Social Media

11a. If your opinions of active travel and active travel schemes have been shaped by a different source of information please let us know below:

Page 5: Engagement

12. Please select the top three ways you would like to receive information about changes happening in your local area?
    - Community notice board
    - Email
    - Leaflets
    - Letter
    - Newspaper
    - Phone call
    - Radio
    - Social media
    - Someone from scheme coming into business

    12a. If you would expect to receive information regarding future changes in your local area in a different way please let us know below:

13. Please select all types of information you would like to receive before making an informed decision on supporting or opposing changes to your local area?
    - Academic studies
    - Case studies
    - Economic appraisal (e.g. cost benefit details)
    - Engagement plans (and information on how you can feed into the planning and when)
    - General information regarding benefits and risks of new active travel infrastructure
    - Proposed designs
    - Timescales/ schedule

    13a. If you would like other information regarding future changes in your local area, please let us know below:

14. Please select the top three methods you prefer to use to contribute to planning discussions.
    - Emails
    - Face to face surveys
    - Forum discussions with other stakeholders
    - Leaflets
    - Online surveys
    - Phone

    14a. If there is another way you would like to contribute, please write below:

15. From a business perspective, how much do you agree/disagree with the following statements about contributing to community engagement or consultations?
    - I would like to contribute during key planning discussions
    - I would like to contribute after planning but ahead of construction
    - I would like to contribute throughout, from early planning through to completion
    - I would like to have a single point of contact for feedback I want to give

[Options: Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree; Not sure]

16. If there is anything else you would like to add regarding active travel or your preferred methods of engagement, please let us know below:

## 6.2 Business survey summary tables

### 6.2.1 Figure 2: To what extent do you agree or disagree with the following statements about the current street your business is located on?

**Table 11 It is safe and easy to access by foot**

| Safe and easy to access by foot | Percentage | Frequency selected |
|---|---|---|
| Strongly agree | 42% | 35 |
| Agree | 37% | 31 |
| Neither agree nor disagree | 6% | 5 |
| Disagree | 11% | 9 |
| Strongly disagree | 4% | 3 |
| Not sure | 0% | 0 |
| Total | 100% | 83 |

**Table 12 It is safe and easy to access by cycling**

| Safe and easy to access by cycling | Percentage | Frequency selected |
|---|---|---|
| Strongly agree | 33% | 27 |
| Agree | 29% | 24 |
| Neither agree nor disagree | 13% | 11 |
| Disagree | 21% | 17 |
| Strongly disagree | 4% | 3 |
| Not sure | 0% | 0 |
| Total | 100% | 82 |

Note: 1 respondent did not complete this question

**Table 13 It is safe and easy to access for people with a range of disabilities**

| Safe and easy to access for people with a range of disabilities | Percentage | Frequency selected |
|---|---|---|
| Strongly agree | 30% | 25 |
| Agree | 27% | 22 |
| Neither agree nor disagree | 15% | 12 |
| Disagree | 21% | 17 |
| Strongly disagree | 6% | 5 |
| Not sure | 1% | 1 |
| Total | 100% | 82 |

Note: 1 respondent did not complete this question

### 6.2.2 **Figure 3:** Please tell us your opinion of the following active travel scheme features if they were to be introduced in your area.

**Table 14 A. 20 Mph zone**

| 20 mph zone | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 41% | 34 |
| Support | 27% | 22 |
| Neither support nor oppose | 13% | 11 |
| Oppose | 6% | 5 |
| Strongly oppose | 11% | 9 |
| Not sure | 1% | 1 |
| Total | 100% | 82 |

Note: 1 respondent did not complete this question

**Table 15 B. Cycle storage**

| Cycle storage | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 35% | 28 |
| Support | 34% | 27 |
| Neither support nor oppose | 20% | 16 |
| Oppose | 4% | 3 |
| Strongly oppose | 6% | 5 |
| Not sure | 1% | 1 |
| Total | 100% | 80 |

Note: 3 respondents did not complete this question

**Table 16 C. Low traffic neighbourhoods**

| Low traffic neighbourhoods | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 14% | 11 |
| Support | 24% | 19 |
| Neither support nor oppose | 29% | 23 |
| Oppose | 10% | 8 |
| Strongly oppose | 22% | 17 |
| Not sure | 0% | 0 |
| Total | 100% | 78 |

Note: 5 respondents did not complete this question

**Table 17 D. Path widening/ resurfacing**

| Path widening/ resurfacing | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 23% | 18 |
| Support | 25% | 20 |
| Neither support nor oppose | 22% | 17 |
| Oppose | 14% | 11 |
| Strongly oppose | 14% | 11 |
| Not sure | 3% | 2 |

| Path widening/ resurfacing | Percentage | Frequency selected |
|---|---|---|
| Total | 100% | 79 |

Note: 4 respondents did not complete this question

### Table 18 E. Pedestrianisation of street (close to most vehicles)

| Pedestrianisation of street | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 15% | 12 |
| Support | 15% | 12 |
| Neither support nor oppose | 16% | 13 |
| Oppose | 6% | 5 |
| Strongly oppose | 46% | 37 |
| Not sure | 2% | 2 |
| Total | 100% | 81 |

Note: 2 respondents did not complete this question

### Table 19 F. Public realm improvements

| Public realm improvements | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 19% | 15 |
| Support | 36% | 29 |
| Neither support nor oppose | 31% | 25 |
| Oppose | 4% | 3 |
| Strongly oppose | 9% | 7 |
| Not sure | 2% | 2 |
| Total | 100% | 81 |

Note: 2 respondents did not complete this question

### Table 20 G. School Street closures

| School street closures | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 14% | 11 |

| School street closures | Percentage | Frequency selected |
|---|---|---|
| Support | 16% | 13 |
| Neither support nor oppose | 43% | 35 |
| Oppose | 10% | 8 |
| Strongly oppose | 14% | 11 |
| Not sure | 4% | 3 |
| Total | 100% | 81 |

Note: 2 respondents did not complete this question

**Table 21 H. Segregated cycle lanes**

| Segregated cycle lanes | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 20% | 17 |
| Support | 28% | 23 |
| Neither support nor oppose | 12% | 10 |
| Oppose | 11% | 9 |
| Strongly oppose | 28% | 23 |
| Not sure | 1% | 1 |
| Total | 100% | 83 |

### 6.2.3 Figure 4: How much would you support or oppose the following?

**Table 22 A decrease to the number of parking places nearby**

| Decrease in parking places | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 5% | 4 |
| Support | 9% | 7 |
| Neither support nor oppose | 4% | 3 |
| Oppose | 9% | 7 |
| Strongly oppose | 73% | 60 |
| Not sure | 1% | 1 |
| Total | 100% | 82 |

Note: 1 respondent did not complete this question

**Table 23 Relocation of the same number of parking places to another location nearby**

| Relocation of parking places | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 4% | 3 |
| Support | 15% | 12 |
| Neither support nor oppose | 9% | 7 |
| Oppose | 19% | 15 |
| Strongly oppose | 53% | 43 |
| Not sure | 1% | 1 |
| Total | 100% | 81 |

Note: 2 respondents did not complete this question

**Table 24 A change to the delivery location for this business**

| Change to delivery location | Percentage | Frequency selected |
|---|---|---|
| Strongly support | 0% | 0 |
| Support | 5% | 4 |
| Neither support nor oppose | 11% | 9 |
| Oppose | 7% | 6 |
| Strongly oppose | 70% | 57 |
| Not sure | 6% | 5 |
| Total | 100% | 81 |

Note: 2 respondents did not complete this question

## 6.2.4 Figure 5: What do you think the likely impact of an active travel scheme would be on the below areas?

**Table 25 Air quality**

| Air quality | Percentage | Frequency selected |
|---|---|---|
| Very positive | 15% | 12 |
| Positive | 35% | 28 |
| No impact | 38% | 30 |
| Negative | 4% | 3 |
| Very negative | 4% | 3 |
| Not sure | 5% | 4 |
| Total | 100% | 80 |

Note: 3 respondents did not complete this question

**Table 26 Mental health and wellbeing**

| Mental health and wellbeing | Percentage | Frequency selected |
|---|---|---|
| Very positive | 12% | 10 |
| Positive | 31% | 25 |
| No impact | 32% | 26 |
| Negative | 7% | 6 |
| Very negative | 14% | 11 |
| Not sure | 4% | 3 |
| Total | 100% | 81 |

Note: 2 respondents did not complete this question

**Table 27 Physical health**

| Physical health | Percentage | Frequency selected |
|---|---|---|
| Very positive | 18% | 14 |
| Positive | 31% | 25 |

| Physical health | Percentage | Frequency selected |
|---|---|---|
| No impact | 38% | 30 |
| Negative | 1% | 1 |
| Very negative | 6% | 5 |
| Not sure | 6% | 5 |
| Total | 100% | 80 |

Note: 3 respondents did not complete this question

**Table 28 The economy**

| The economy | Percentage | Frequency selected |
|---|---|---|
| Very positive | 7% | 6 |
| Positive | 16% | 13 |
| No impact | 5% | 4 |
| Negative | 27% | 22 |
| Very negative | 40% | 33 |
| Not sure | 6% | 5 |
| Total | 100% | 83 |

**Table 29 The environment**

| The environment | Percentage | Frequency selected |
|---|---|---|
| Very positive | 18% | 15 |
| Positive | 29% | 24 |
| No impact | 36% | 30 |
| Negative | 8% | 7 |
| Very negative | 2% | 2 |
| Not sure | 6% | 5 |
| Total | 100% | 83 |

## 6.2.5 Figure 6: From a business perspective, how much do you agree/disagree with the following statements about contributing to community engagement or consultations?

**Table 30 I would like to contribute during key planning discussions**

| During key planning discussions | Percentage | Frequency selected |
|---|---|---|
| Strongly agree | 48% | 39 |
| Agree | 36% | 29 |
| Neither agree nor disagree | 15% | 12 |
| Disagree | 0% | 0 |
| Strongly disagree | 0% | 0 |
| Not sure | 1% | 1 |
| Total | 100% | 81 |

Note: 2 respondents did not complete this question

**Table 31 I would like to contribute after planning but ahead of construction**

| After planning but ahead of construction | Percentage | Frequency selected |
|---|---|---|
| Strongly agree | 29% | 23 |
| Agree | 32% | 25 |
| Neither agree nor disagree | 21% | 16 |
| Disagree | 9% | 7 |
| Strongly disagree | 5% | 4 |
| Not sure | 4% | 3 |
| Total | 100% | 78 |

Note: 5 respondents did not complete this question

**Table 32 I would like to contribute throughout, from early planning to completion**

| From early planning to completion | Percentage | Frequency selected |
|---|---|---|
| Strongly agree | 39% | 31 |

| From early planning to completion | Percentage | Frequency selected |
|---|---|---|
| Agree | 38% | 30 |
| Neither agree nor disagree | 19% | 15 |
| Disagree | 1% | 1 |
| Strongly disagree | 0% | 0 |
| Not sure | 4% | 3 |
| Total | 100% | 80 |

Note: 3 respondents did not complete this question

**Table 33 I would like to have a single point of contact for feedback I want to give**

| Single point of contact | Percentage | Frequency selected |
|---|---|---|
| Strongly agree | 41% | 34 |
| Agree | 35% | 29 |
| Neither agree nor disagree | 20% | 16 |
| Disagree | 1% | 1 |
| Strongly disagree | 0% | 0 |
| Not sure | 2% | 2 |
| Total | 100% | 82 |

Note: 1 respondent did not complete this question