



# Independent exercise 1 – Mapping out relevant stakeholders and their role in the SUMP process

## Exercise relevance

The success of identifying stakeholders that would represent the whole spectrum of people and groups which could be influenced by or have an influence on the SUMP is directly tied to the success of the SUMP development, adoption and implementation.

Planning authorities might have a long history of cooperation with some actors, but considering potential new stakeholders is crucial - if stakeholders are being overlooked or insufficiently addressed, SUMP developers might face unexpected conflicts or stakeholders jeopardising the process.

## Stakeholder groups to consider

The first group that should be engaged in SUMP preparation is **institutional actors** – other departments within the local authority, municipal agencies, political bodies, neighbouring communities, higher level authorities and others. Useful source for more information about institutional actors, their roles and functionalities, as well as how to build institutional partnerships, is [CH4LLENGE Institutional Cooperation Manual: Working jointly with institutional partners in the context of Sustainable Urban Mobility Plans](#).

The second group is **stakeholders in transport planning** – cycling organisations, environmental NGOs or mobility service providers are the most easily identifiable, however, as transport impacts and is impacted by a wide range of cross-cutting issues, the planning authority should think beyond the obvious, for example: housing associations, unions, retailers, and others from environmental, health, educational, commercial sectors and social actors.

The third group to be involved in the process of preparing a SUMP is **the public**. First look should be taken at the geographic area in which the SUMP is to be implemented, and the following questions should be answered:

- What potential impacts could the SUMP have on members of the public?
- Who might be affected in the SUMP's area of influence?

Breaking down “the public” into different target groups helps to ensure inclusion, demographic and socio-economic diversity, for example: parents, children, elderly people, mobility-impaired people, people on low income, minorities, students, etc. Some of these groups tend to be hard-to-reach and might have been underrepresented in previous participatory processes, therefore when planning their engagement, specific involvement methods need to be considered. Table in the next page might be helpful in guiding your stakeholder identification (table source: [Guidelines for Developing and Implementing a Sustainable Urban Mobility Plan. Second Edition](#)).

## Reference material

The table below helps you to involve stakeholders who have all the necessary skills and knowledge for Sustainable Urban Mobility Planning. It allows you to check your ideas of whom to involve, and to identify (new) organisations or people that bring in missing skills or knowledge.

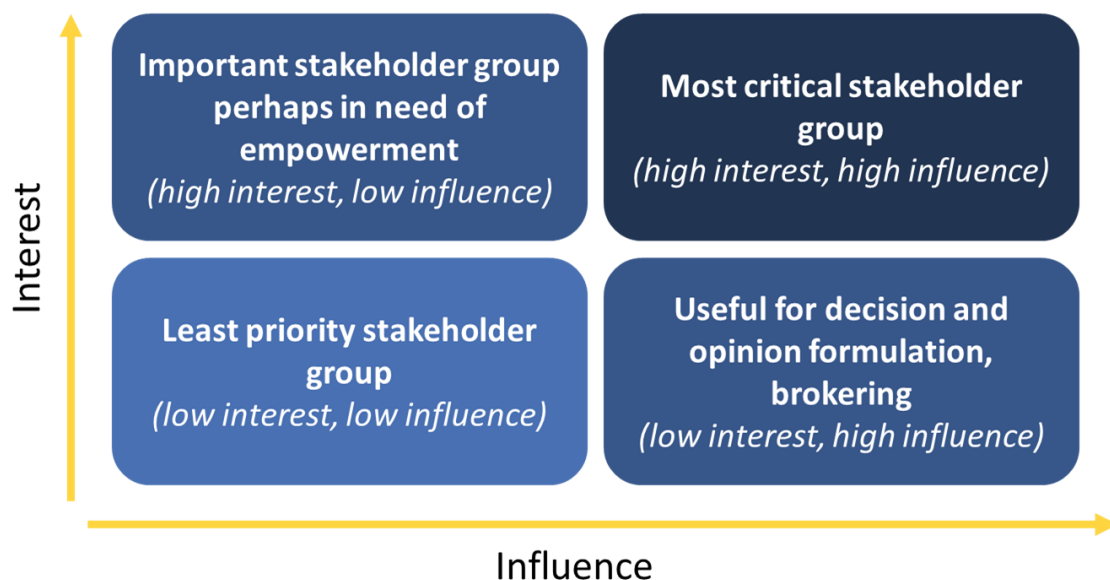
Functionality	Relevance	Which stakeholders?	Key assets
<b>Political support</b>	Who can assure political support and resources, within the transport sector and beyond?	<ul style="list-style-type: none"> <li>• Mayors of cities that are planning a SUMP and city councillors (both majority and opposition)</li> <li>• Mayors and representatives of neighbouring cities</li> <li>• Heads of metropolitan areas, provinces, counties, and regions</li> <li>• Representatives of district town halls</li> <li>• Political parties</li> <li>• Politicians from different local authorities within the SUMP partnership</li> </ul>	Vision, Leadership, Power, Resources
<b>Transport network competence</b>	Who manages the respective transport networks?	<ul style="list-style-type: none"> <li>• Public transport companies (municipal buses, trams, and metros, as well as regional buses and trains)</li> <li>• Owners of transport infrastructure (roads, parking, interchange stations, etc.)</li> <li>• National railway companies</li> <li>• Port authorities (when applicable)</li> <li>• Airport authorities (when applicable)</li> <li>• Providers of new mobility services (e.g. bike sharing, car sharing)</li> </ul>	Technical feasibility
<b>Technical expertise</b>	Who has the data and relevant skills to deliver a technically sound plan?	<p>Technical experts from different organisations:</p> <ul style="list-style-type: none"> <li>• City departments or public administration (transport and spatial planning, economic development, environment, health, tourism, etc.)</li> <li>• Universities and other research</li> <li>• Qualified companies</li> <li>• Specialised agencies</li> <li>• Qualified non-governmental organisations and associations</li> </ul>	Technically sound planning
<b>Public support</b>	Who understands public and stakeholder opinions?	<p>Government bodies providing access to citizens, other stakeholders and the media. Within city services, this can be:</p> <ul style="list-style-type: none"> <li>• Communication department</li> <li>• Police force</li> <li>• Department for economic development, job coaches</li> <li>• City's ombudsman/mediator</li> <li>• Educational department</li> <li>• Moderators of advisory councils in different policy areas (transport and spatial planning, economic development, municipal youth council, etc.)</li> </ul>	Values, Sense of urgency



## Prioritising stakeholders

All members of the public, as well as stakeholders interested in SUMP, should have the opportunity to get involved in the participation process; however, in practice, a planning authority might be required to prioritise stakeholders with regard to their level of involvement. This might be due to a high number of stakeholders showing interest in SUMP, and only limited capacities and resources are available; or if an involvement format foresees working with a core group and a wider circle of stakeholders separately.

Prioritisation can be based on a list of different criteria/attributes that are relevant for the respective case, e.g. interest, power, influence on each other, coalitions, etc., and can help you find out what the objectives of each stakeholder are, what their hidden agendas are, and what possible conflicts or agreements between different stakeholders may emerge. This can be done via 'Influence-Interest Matrix', which groups stakeholders by their level of influence and their interest in SUMP:



Prioritising stakeholders based on their interest and influence will also help in the engagement planning phase, when types of involvement methods and timing are detailed for each group.

## Exercise tasks

Independent exercise 1 comprises two tasks:

1. Identify stakeholder groups relevant for SUMP development (or other project) and note them in a table on page 4;
2. Prioritise all identified stakeholders in the matrix provided on page 5.

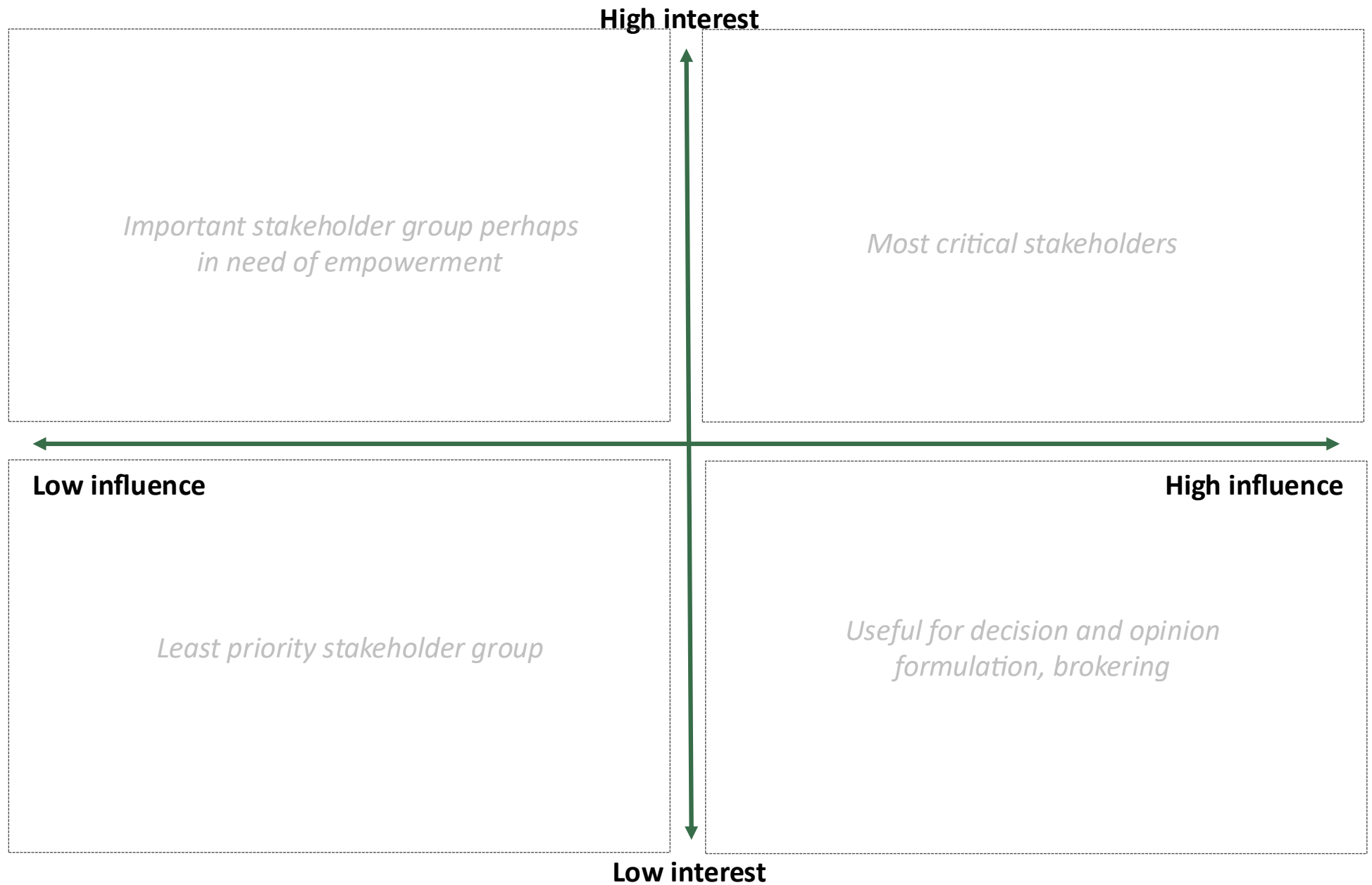
More useful reference materials for this exercise can be found at [The Baltic Sea Region Competence Centre on SUMP](#).

SUMPs for BSR project, co-funded by the Interreg BSR programme, is supporting transition to sustainable urban mobility planning.



<b>Identified Stakeholder Groups</b>		
<b>Institutional Actors</b>	<b>Stakeholders in Transport Planning</b>	<b>The Public</b>

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