

Highways Joint Framework Stakeholder Liaison Plan

1. Introduction

- 1.1. Norfolk County Council and the Norwich City Agency work together with Tarmac, Mouchel and Dynniq to deliver the highways service to the people of Norfolk.
- 1.2. This document outlines a joint approach to how we liaise and communicate with our stakeholders. Our objective is to work together collaboratively to provide the most efficient, consistent and effective service as possible.
- 1.3. Principally it outlines how we will inform our stakeholders about our policies and activities and how we listen to our stakeholders when maintaining and developing our highway network.

2. Objectives

2.1. What are our joint objectives?

- 2.1.1. Norfolk County Council has four priority areas as part of the Re-imagining Norfolk Strategy which include Excellence in Education, Real Jobs, Improved Infrastructure and Supporting vulnerable people. With this in mind, the highways service, in collaboration with our colleagues in other organisations, aims to deliver improved infrastructure and real jobs by achieving the following objectives:
 1. **Improving customer focus** – Promote the importance of customer focus in all that we do, maximising the use of public facing communications tools.
 2. **Delivering value for money** – evidence value for money and efficiency in all that we do.
 3. **Protecting and sustaining the environment** – ensure that the work we do considers the environment and looks to protect and sustain the environment.
 4. **Satisfying communities** – ensure that we consult and work with the local parish, town, district council as well as the local member or members before undertaking any local improvement works.
 5. **Prioritise safety and casualty reduction** – continue to undertake road improvements with public safety, workforce safety and accident reduction in mind.
 6. **Tackling congestion** – proactively investigate ways of easing congestion, promote the benefits of public transport as well as walking and cycling to help congestion. Plan highway improvements and managing road works with the need to ease congestion in mind.
 7. **Working collaboratively** – the vision of the Highways service is to deliver projects quickly and efficiently by working together with collaborative organisations. We aim to have sustainable contractor relationships.

2.2. Stakeholder Liaison Objectives

- 2.2.1. To help achieve the joint objectives outlined above the Highways service has outlined the following objectives when liaising with our stakeholders.
- Promote Highways work to external audiences
 - Effectively inform stakeholders about our work and the services we provide.
 - Request, receive and act upon feedback received from our stakeholders.
 - Ensure that all staff and Members:
 - Receive information about our services and relevant corporate issues
 - Receive information that supports them in their work
 - Have clear opportunities to seek further information
 - Have clear opportunities to have their say on service, departmental and County Council issues

2.3. Who are our stakeholders?

- 2.3.1. Across the highways service there are many stakeholders that we liaise with including:

External

- People living in Norfolk
- People visiting Norfolk
- Partner agencies including the Local Enterprising Partnership (LEP).
- Local businesses
- Elected representatives – MPs, MEPs and councillors at district, town and parish level
- Local, regional, national and specialist media
- Other local authorities in the eastern region
- Government departments covering Transport and the Environment

Internal

- Members including Committee members, the Director and Heads of department as spokespeople for Highways.
- Highways staff across all collaborative organisations.

3. Communication Strategy

- 3.1. The following outlines the internal and external communication strategy for the Highways service. The annual Communication Plan, detailing specific communication activity and developments can be seen in the table at the end of this appendix. The plan will reflect any reviews or significant changes required based upon lessons learnt.

3.2. Internal Communication

- 3.2.1. It is important to recognise the importance of internal communication to keep staff up to date with the service we provide and ensure our organisations effectively collaborate with each other. There are a variety of communication methods in place to achieve this and can be seen summarised below.

Ongoing

- Team meetings
- Intranet
- Email or telephone calls

Every fortnight

- Executive Member Team meetings between managers and partners
- Departmental Management Team meetings between managers

Monthly

- The Bulletin newsletter

3.3. **Member Communication**

3.3.1. As representatives of their local community the 84 members that make up Norfolk County Council are responsible for shaping council policy that determines how we deliver the highways service across all organisations. It is essential therefore that we liaise, inform and consult with Members to deliver the best service possible.

- Regular reports to the Environment, Development and Transport Committee.
- Member briefings published on Members Insight.
- Consultation on proposed schemes in Member electoral divisions.
- Arranging on site visits as required.
- Support for Member Working Groups as required.
- Department Member Liaison Officers to assist with member enquiries.
- Engage with Norwich City Councillors via the Agency agreement and the Norwich Highways Agency Committee.

3.4. **External Communication**

3.4.1. Staff within each organisation, whilst carrying out the communication activities listed below, understand that they do so as a representative of Norfolk County Council.

- Internet – The Highways service will utilise the internet by publishing information and updates about the services we deliver on our respective websites.
- Social Media – Organisations run twitter and Facebook accounts to communicate messages as required. For example, the regular #NorfolkWinter campaign provides updates on gritting actions.
- Email – Members of the public will request information via email through links web sites.
- Phone – The Customer Service Centre is the main public access to information and advice about our services, however all Highways staff may need to communicate over the phone to project consultees and councillors about our work.
- Letters – Letters are sent to households in the area shortly before road works are to take place, detailing how the work will affect them and a survey is carried out after the work to judge how we did.
- Face to face – Staff will carry out site visits and discuss routine maintenance and projects at Parish and Town Council meetings. In addition highway operatives are trained in customer care.
- Media – interest in our work comes from local, national and specialist press. The highways service seeks to promote the details and benefits of our work through the media.
- Events and exhibitions - are organised by the department for example the

Royal Norfolk Show which includes information about our highways service.

- Publications – (e.g. Your Norfolk) Used as appropriate to inform people of the services we deliver
- Regular communication with funding partners (i.e. LEP and DfT) relating to applications, business cases, acceptance, progress reports and payment.

3.5. Principles

3.5.1. Our communication activities will follow principles of good practice:

- Two-way – encouraging and enabling a two-way flow of information
- Open and Transparent – about the purpose of what is being communicated and any resultant processes
- Accessible and Accountable – supporting equal opportunities and adhering to corporate policies and guidelines for communication activities
- Consistent, Regular and Ongoing – we recognise communication as an all year round activity are committed to making this happen and value the skills needed to deliver it
- Honest – about the purpose of our communications and not knowingly misleading or misinforming people
- Monitored and evaluated – so that we use communication tools and technologies that recognise and build on good practice, identify and learn from poor practice and represent good value for money.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Maria Thurlow

Tel No. : 01603 222018

Email address : maria.thurlow@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Annual Communication Plan 2016-17

The following is the Highways Services Communication Plan which will be reviewed by Highways Service Leads in January 2017 for the following financial year.

External Stakeholders

What?	How?	Who?	When?
Information Sharing			
Regularly publish and share updated Highway Policy documents including the Transport Asset Management Plan	NCC Website; Committee meetings; Member updates	All stakeholders	Whenever a policy change has been applied.
Roadworks information	Publish on Roadworks.org (link from NCC website);	All stakeholders	As required; All organisations to submit permit request for work requiring excavation and/or traffic management.
	Public Information Notices (online and by post)	Local residents	Before a future scheme begins.
	Publish surfacing & surface dressing schedules		Ahead of 2016 surface dressing season
Structural Maintenance and Capital Improvements of the Highway	Committee Reports by Capital Programme Manager	Members	February 2016
Publish bids, progress and performance of specific projects or funding streams	NCC Website	All stakeholders	As required
Publish Communication Strategy	NCC Website	All stakeholders	

Appendix E

What?	How?	Who?	When?
Feedback and Consultation			
Consultations	Use of CitizenSpace	All identified stakeholders	As required
Surveys	NHT Survey (Measure of customer satisfaction)	Norfolk Residents	August 2016
	Your Voice (Norfolk County Council citizen panel)	Members of Norfolk County Council	As required
	Scheme surveys and specific consultations		As required
Benchmarking	NHT Efficiency group – All of the Eastern Highways Alliance are participating.	Internal and other Local Highway Authorities. (Performance Management and sharing best practice)	Annual return of data
Online Highway fault reporting form	New form being developed in association with corporate web team to allow for easier reporting of highway defects that can link into our back office highway system and be tracked.		Go live Spring 2016
Customer Relationship Management System	New Customer Relations Module being developed to assist Customer service centre in resolving questions asked at first point of contact and track customer enquiries to help improve service. Also to direct enquiries, where appropriate, to Tarmac's Norfolk enquiries team.		Go live April 2016
Govmetric – Customer feedback on web content and usage.	Monitor customer feedback submitted through Govmetric tool to assist with service improvement.		Quarterly reports from Customer Service Centre
Service Improvement reports	Quarterly report from customer service to review trends, issues, complaints and website improvements.		Service contacts with CSC; Service Improvement Meetings as required.