Balfour Beatty | Herefordshire Council
Working for Herefordshire

HEREFORDSHIRE PUBLIC REALM CONTRACT 2021/22

ANNEX 2 – COMMUNITY DEVELOPMENT & STAKEHOLDER MANAGEMENT

SERVICE OVERVIEW

SERVICE SUMMARY

Delivering Public Realm Services has a direct effect on the residents of Herefordshire. Providing effective communications and engagement through a high level of quality customer interaction and positive stakeholder management is essential for the success of the partnership and will be achieved through data led, open and honest communication, together with transparency around management and communication of key service messages aligned to Herefordshire Council's communication strategy.

Supporting the Herefordshire Council's County Plan to meet its:

Priorities

- Community
- Environment
- Economy

Themes

- Wellbeing
- Sustainability
- Connectivity

The service is supported by a dedicated call handling team who understand the scope and breadth of the service delivered and is able to help and advise stakeholders who wish to report a concern.

Herefordshire Council's "Locality Strategy" sets out a vision 'To strengthen communities by increasing choice and control over service delivery in their area, and enabling them to take responsibility for local issues.' This vision is supported through the Locality Steward approach, proactive engagement with the community engagement, volunteering and commissioning opportunities and supporting the devolvement of services including encouraging parishes to continue funding their 'Lengthsman and Parish path Schemes' and to engage and access Community Commissioning. In addition, Balfour Beatty Living Places (BBLP) will continue to support projects and requests for support and volunteers through its Community Support programme. In this way, the contract will work in partnership with communities to tailor the service to meet the local need enabling communities to become more self-reliant.

As Herefordshire Council's Talk Community Strategy is developed, BBLP will work with HC to consider how best service can be delivered to support the 5 strategic aims which focus on facilitating the change and focus to prevention, health, wellbeing and independence at all stages of life for all ages and in a away that is specific and locally defined, building upon a core approach across the county;

- Putting wellbeing, social value and strengths based approaches in all practice, policy and decision making.
- Ensuring that prevention and early intervention are prioritised.
- Targeting resources based on need and place, maximising impact and value for money.
- Challenging and developing our culture and practice, and
- Working in partnership with a focus on system integration at all levels.

Balfour Beatty Living Places works collaboratively with Herefordshire Council and key stakeholders to develop and sustain workable and positive engagement using the recognised Five Levels of Engagement (Method Statement). It is important to create a relationship of trust between BBLP, Herefordshire Council and other interested stakeholders and this is achieved through the provision of positive customer service, responsive call handling, proactive communications, effective stakeholder management through the Locality Steward team, partnership working, volunteer engagement, and identifying and supporting opportunities for parishes to deliver for their communities.

Following approval of the Annual Plan a review of each annex will be undertaken to capture any communication needs associated with the overall delivery of the Public Realm service. Known projects will be categorised based on their impact which will determine the level of engagement and communication. (Appendix E) High risk areas will be identified and where required a separate more focussed communications plan will be created.

These will be reflected in the communications strategy and the live communications planner.

SERVICE SUMMARY

		Output
Capital Activities	Communication & Customer Services	Communication related to key capital projects and delivery of capital programmes
	Locality Working	Statutory inspections; enquiry inspections; capital defect liaison
Revenue Activities	Locality Working	General liaison with Members and Parishes; Community liaison; revenue activity
	Communications & Customer Services	Customer contact; Call handling, web enquiries, liaison and complaints Proactive communications and reactive media responses Community support and engagement

	Performance Indicators	
	Indicator	Target
OPIs	**O5 Highway Safety Inspections**	98%
	O11 Complaints handling (to time)	95%
	OPI 12 Risk Management - Based on the RAG rating for risk where: 1. All Red risks must be reviewed monthly 2. All amber risks every 6 weeks 3. All yellow risks every 2 months	100%
Strategic KPI	**S10 Skills and Employability** achievement of agreed targets	3-4 points
	S14 Community Support number of days supported	90-110 days

	New indicator – Community resilience	
	S15 Customer Satisfaction Public satisfaction with 'management of road works' – measured through NHT survey	36-39%

SERVICE OUTCOMES

OUTCOMES	HOW WILL THE OUTCOME BE ACHIEVED
Improved access to services	• Through building of relationships and understanding of the needs of each locality • Clear communication strategy linked to asset management principles and Herefordshire Council key messages • Improved digital access and processes • Supporting the strategic aims of Talk Community
Improved network asset	• Clear inspection regime • Encouraging communities and Parishes to take ownership for their local area through volunteering, lengthsman and Community Commissioning
Safer network	• Clear safety inspection regime • Effective triage of request for service • Effective and timely emergency communications eg road closures • Working with Accident Investigation team to promote safety and understand issues at key locations
Contribution to the local economy	• Encouraging communities and parishes to take ownership of local area and contributing to costs of delivering that service eg Lengthsman, Community Commissioning • Delivery of the skills academy targets improving opportunities for construction based employment and subcontractor support.
Sustainable delivery	• Encouraging local delivery through parishes and their lengthsman • Encouraging local delivery through community groups eg signposting to grant funding, litter picks, coordinated grass cutting • Improved digital processes to assist in online reporting
Value for money	• Identifying opportunities and supporting Herefordshire Council with the devolved services process • Encouraging delivery of services through schemes such as Lengthsman and P3, and community commissioning model • Improve digital services to become more efficient and effective and remove manual processes and room for error • Encouraging self-service of information, promoting the use of web reporting to reduce contact handling time (channel shift) • Increasing use of technology to get it right first time

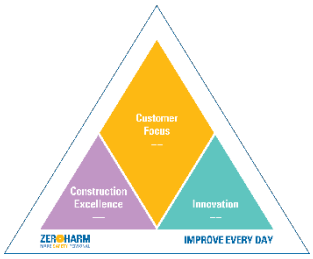
Satisfied stakeholders	• Deliver proactive communications in response to regular queries • Useful, useable and accurate information available to help residents understand work or changes. • Encourage self-service of information, promoting the use of web reporting • Add value to service by providing full and comprehensive responses to queries and requests • Signposting to other agencies when out of scope and as appropriate • Improved communication on schemes and proactive engagement • Understanding the needs of different stakeholder groups and ensure deliver communications/engagement appropriate to those needs.
Engaged communities	• Through the understanding of locality needs and support of the Lengthsman and P3 schemes • Through the identification of community support projects and processes to support volunteers eg ramblers delivering works on PROW, provision of TM for community events • Regular pro-active campaigns and press releases on key areas of interest for communities • Effective collaboration with third parties to warn and inform of road closures and clear communications on network management • Understanding the needs of different communities and ensure deliver support/communications/engagement appropriate to those needs.

ASSUMPTIONS

The following assumptions have been made:

1. A service demand that justifies a resource of 13 stewards. This has been calculated on the basis of existing service demand for inspection and customer engagement.
2. That BBLP has been provided with correct and complete information at time of transfer relating to customer management eg data to allow for resolution of Freedom of Information and Environmental information regulation requests.
3. That information is received in a timely manner to allow reasonable time for response eg, press requests, mail, web or social media with accurate capture of all information required to deliver the service request.
4. That the standards and objectives outlined in the Herefordshire Council Access to information policy, and Council Communication Strategy are a minimum and reviewed regularly with a view to improving performance.
5. That FOI/EIR and complaints received by Herefordshire Council relating to BBLP delivery will be forwarded to BBLP in a timely manner to allow appropriate response.
6. That all matters arising from stakeholder enquiries are considered as confidential and treated accordingly, in line with Herefordshire Council's existing polices, whilst complying fully with the Data Protection Act 1998 and the General Data Protection Regulation (GDPR) which now applies.
7. No specific access or acceptance requirements have been identified for this service.

OUR COMMITMENTS FOR 2021



Customer Focus First is our strategy, it is built on three pillars: Customer Focus, Construction Excellence and Innovation, all of which sit within a framework of safety first.

For 2021 we will make the following commitments to deliver tangible, positive outcomes to our customers, local communities, the public and our employees.

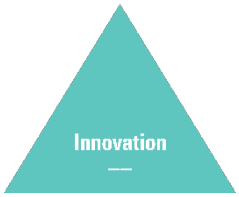
Customer Focus Aim: Do the right kind of business, exceed our customers' expectations, always deliver certainty and 'Get Left' through early engagement

- Implementation of an improving customer experience strategy
- Implementation of the communication categorisation for projects based on impact
- Working with Herefordshire Council to further develop social media content and reach
- Development of Community support and increasing the use of Volunteers
- Increasing links with Herefordshire Council's Talk Communities

Construction Excellence Aim: Create expert teams that deliver exemplar performance, empower our people to drive continuous improvement, be a trusted provider and engage with best in class partners

- Training and upskilling of new customer services, stakeholder and communications team
- Ensuring delivery of best practice proactive communications
- Locality stewards trained and competent to meet requirements of Herefordshire Councils Highways Maintenance plan
- Locality stewards, understand the needs in their localities and engage and communicate with their key stakeholders.

Innovation Aim: Deliver our 20 by 2025 commitments, motivate and upskill our people to use technology and innovate, and use data to inform improved decision making



- Development of Confirm to ensure a right first time approach to logging defects
- Working with Herefordshire Council on opportunities to improve web reporting and information

Zero Harm Safety is our license to operate

ZERO HARM
MAKE SAFETY PERSONAL

- Stewards have the necessary knowledge, equipment and understanding to ensure they stay safe.
- Locality stewards responsive to emergency to ensure safety of the public

- Communicating key safety measures to staff and travelling public

THE SERVICE

SERVICE DELIVERY

	SERVICE	RESOURCE	DELIVERY
Programmed	Inspections – safety and third party enquiry	Locality Stewards	Inspections as scheduled, as outlined in the Highways Maintenance Plan including annual night inspection to capture night time defects. Defects to be categorised, prioritised and recorded electronically for inclusion in reactive and programmed maintenance schedules. Inspection of Accident cluster sites to agreed programme. Additional briefings to be provided from HC Accident investigation prevention team to support this during first 6 months of the year. Investigate issues with Accident investigation prevention team Erosion sites Defects to be categorised, prioritised and recorded electronically for inclusion in reactive and programmed maintenance schedules.
	Scheme consultation and communication	Through Operational Control Centre	Impact assessment and categorisation process followed for all projects to identify required communication and engagement. Communication plans in place for key projects
Reactive	Inspections – emergency and third party enquiry	Through Locality Stewards	Inspection where required in response to emergencies and customer enquiries Defects to be categorised, prioritised and recorded electronically for inclusion in reactive and programmed maintenance schedules.

	Lengthsman/P3 & volunteer coordination	Locality Stewards (Liaison) Locality Liaison Coordinator	Engagement with Lengthsman Coordination of Lengthsman/P3 contracts with parishes.
	Community engagement	Locality Liaison Coordinator Locality Stewards	Coordination of community commissioning scheme and other parish focussed projects
	Volunteering	Locality Liaison Coordinator Locality Stewards	Coordination of opportunities for use of volunteer and community groups to deliver elements of service
	Devolved services	Locality Stewards & Customer Services	Identifying opportunities and supporting Herefordshire Council with the devolved services process
	Stakeholder management	Locality Stewards & Customer Services teams	Provision of timely information through weekly briefs to Members and Parishes Parish walks/tours Provision of information for Herefordshire Council website Provision of guides, newsletters, briefings etc Responding to direct requests from stakeholders Gaining feedback through surveys eg NHT, member specific Scheme communications (consultation/ engagement)
	Community Support (equiv of 100 days 'volunteer time'	Locality Liaison Coordinator	Identifying opportunities and supporting organisations and communities with projects from staff and in kind support
	Partnership and multiagency working	Locality Steward/ Customer Services and wider Knowledge Centre team	Representation at local, regional and national meetings relevant to the improvement and delivery of service Working with other organisations to improve delivery eg Environment Agency/Safer Roads Partnership tackling mud on road.

	Customer contact	3 call handlers with total 7 available at all times	Phones answered between 9.00am – 4pm Monday to Friday without restrictions. The "out of hours" service is primarily through recorded systems for non-emergencies which are then picked up next day. The Council is responsible for maintaining the out of hours emergency call service handling. Response to other forms of contact eg web, email, mail and in person. Local resolution is preferred, and the customer services team will work closely with Locality Stewards and operational teams to bring about a timely, managed resolution to queries on a safety and priority basis wherever possible. Work to improve reporting processes- through web and app
	Customer Liaison Resolution Management (Complaints, compliments, FOI/EIR, liaison).	Through Stakeholder Liaison Coordinator via Herefordshire Council information access team (except for compliments)	Recording and management of all complaints to resolution. Timescales for resolving complaints will be agreed with the complainant via Herefordshire Council information access team. Recording of compliments and celebrating success. Freedom of Information and Environmental Information Regulations requests managed in line with statutory requirements via Herefordshire Council information access team.

	Communications – proactive and reactive	Communications Manager, Communications Officer (new post), Stakeholder Manager, Customer Services Team/Locality Stewards with support from wider business	Stakeholder identification and engagement for delivery and planned major projects Identify proactive press releases opportunities and assess suitability based on local and national context, respond to reactive media contact (via HC) within agreed timescales Regularly update and review HC webpage contents submitting to web team and ensuring meet public sector accessibility guidelines. Provision of publications/ leaflets, and information to reduce reactive requests Design and delivery other forms of communication as required including promotion of safety and HC strategic priorities Notification of changes in network eg emergency road closures via Elgin Manage @hfdstreets Twitter and Facebook. Develop social media and digital engagement opportunities in accordance with HC Social Media Strategy and budget available. Utilise channels to warn, inform, educate, engage and motivate on Public Realm matters, prioritising according to agreed Communications Strategy. Other forms of communication as required including promotion of safety messages Ensure that more than statutory communications are considered in relation to road, street, bridge or other Public Realm activities, where a greater requirement for information is identified, e.g. major road or bridge closures. Ensure winter communications and any other agreed strategic priorities are delivered efficiently and effectively within resource and budget available. Manage the engagement mechanism between Balfour Beatty Corporate, BBLP and HC via fortnightly meetings (or other agreed channel) and ad hoc as re required; ensuring strategies are aligned as far as possible.

			Improvements to digital member communication and Locality Steward processes
	Skills Academy	Service Support and Customer Manager	Engage with local schools, colleges and providers to offer opportunities Engage with internal workforce and local construction subcontractors to improve skills

SERVICE SCOPE

SERVICE	SCOPE
Inspections - safety	**IN SCOPE** • A, B, C and U roads (as per Highways Maintenance Plan - HMP) • Footways & cycleways (as per HMP) • Crematorium footways • Night inspections of monthly driven routes (1x a year) • Ad-hoc inspections • Inspection of accident cluster sites (4 x a year) • Cat 1 & promoted routes PROW routes inspection (as per HMP) • Playground inspections (as per HMP) • Erosion sites **NOT IN SCOPE** • Un-adopted roads • Land outside of HC ownership
Scheme consultation and communication	**IN SCOPE** • Surfacing works where significant traffic management is applied • Major projects as commissioned • Schemes and works based on potential disruption to local businesses, residents and travelling public • Providing advice and guidance to utilities • Supportive scheme signage to explain works **NOT IN SCOPE** • Utility schemes

Inspections – emergency and customer enquiry	**IN SCOPE** • Emergencies • Customer generated enquiries where required
Lengthsman/P3	**IN SCOPE** • Queries • Contracts • Liaison through stewards **NOT IN SCOPE** • Any additional training required by Lengthsman (see guidance notes)
Community Engagement	**IN SCOPE** • Coordination of community commissioning scheme, supporting communities to identify needs and through the process • Liaising with parishes on other parish focussed initiatives or projects **NOT IN SCOPE** • Responsibility for volunteers
Working with volunteers	**IN SCOPE** • Identifying opportunities and facilitating volunteers to undertake elements of service eg Ramblers where safe and resources allow **NOT IN SCOPE** • Responsibility for volunteers
Devolved services	**IN SCOPE** • Passing on interest in opportunities for devolving services • Provision of asset and/or service information to allow transfer to occur **NOT IN SCOPE** • Management of transfer and legal processes
Stakeholder management	**IN SCOPE** • Managing positive relationships with key stakeholders

Community support (100 day offer)	**IN SCOPE** • Requests for support approved as per BBLP process • Identify and coordinate staff volunteers and in kind support **NOT IN SCOPE** • Management of external volunteers • Training of volunteers • Financial sponsorship for charities/ organisations/ individuals
Partnership and multi-agency working	**IN SCOPE** • Liaison with external stakeholders on issues/ projects relating to the network (subject to resource availability)
Customer contact	**IN SCOPE** • Calls to 01432 261800 • Web/app reports • Contact forms • Generic emails • Letters • Face to face
Customer Resolution Management (Complaints, compliments, FOI/EIR)	**IN SCOPE** • Complaints • Compliments • FOI/EIR • Key client correspondence (escalation)

Communications	**IN SCOPE** • Strategy and communications plan • Delivery of communication plan • Proactive literature and information • Press releases – supporting HC • Responding to media queries • Web updates • One.network content management • Proactive and reactive communications • Monitoring and analysing impact • Scheme consultations and stakeholder engagement • Twitter and Facebook management **NOT IN SCOPE** • Provision of out of hours communications
Skills Academy	**IN SCOPE** • Meeting requirements of Employer Skills Plan targets

RISK MANAGEMENT

High level risks will be managed through the Partnership risk management process and listed on the partnership risk register.

	KEY RISK	CAUSE	CONSEQUENCE	MITIGATION
Strategic Risks	Poor customer perception of service as expectations become harder to manage	Lack of long term investment has led to continual overall deterioration of the asset becoming more visible. Incorrect and inconsistent messaging can lead to confusion as to what can be expected.	Negative business reputation; decreased customer satisfaction and increased complaints; becomes a political issue	Agree consistent message following correct protocols. Continued briefing of members and parishes to increase understanding; development of the use of positive social media

	Statutory Inspections	Inspections not completed on time	Increased Highways Claim Liability Increased potential for serious incident	Clear schedule of statutory inspections, audit of routes to ensure all relevant assets are included in the inspection regime, Locality stewards to complete IHE approved inspector course, and refresher training
	Defect enquiry management	Increasing level of enquiries making it difficult to meet the updated HMP which requires completion period to measured at point of enquiry	Increased highways Claim Liability Impact on time available for stakeholder engagement	Change in priorities for stewards to attend enquiries. Communication to ward members to explain change

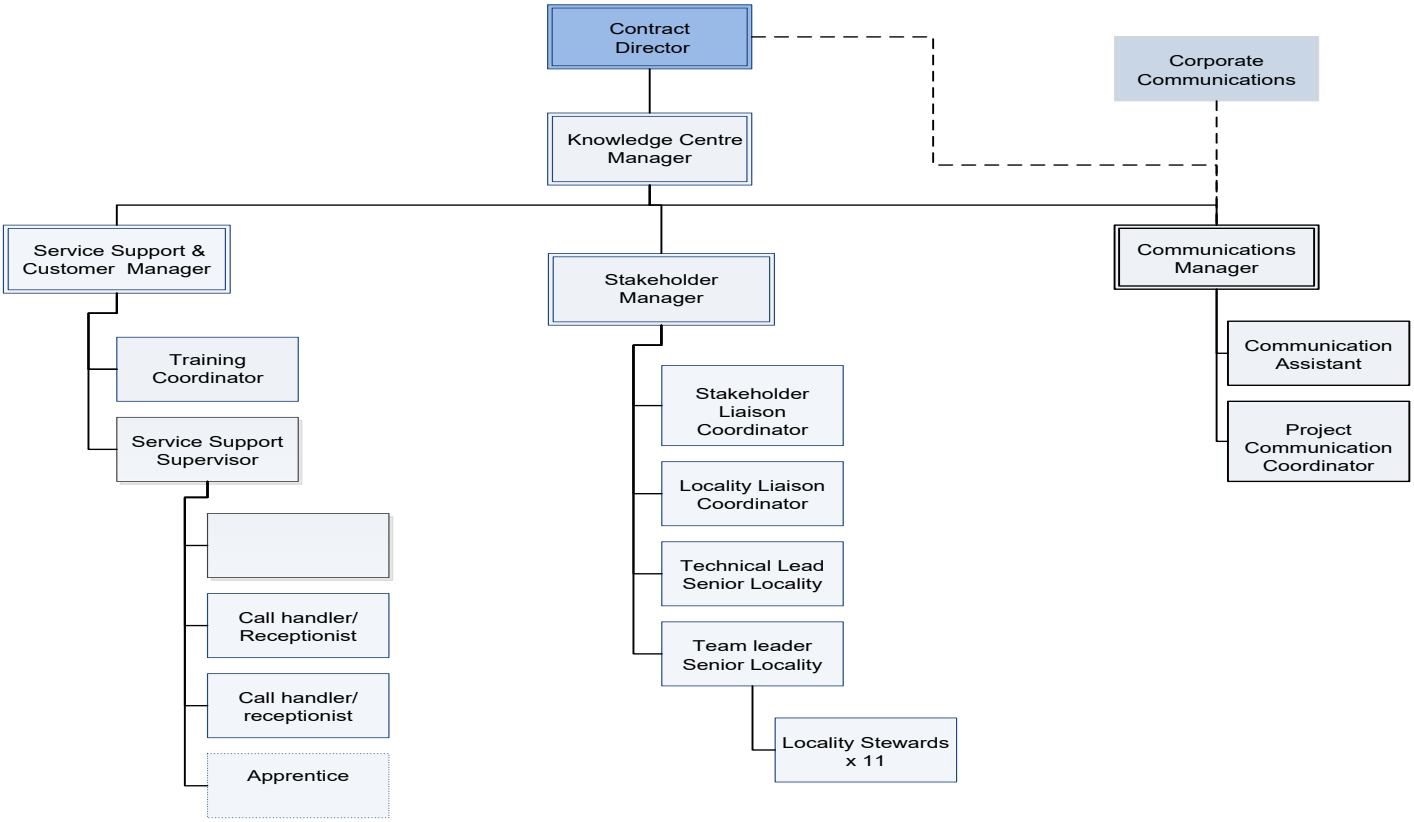
PART 2

ORGANISATION

STUCTURE

All staff have the potential to come into contact with a customer or stakeholder, and therefore have a role to play in engaging and managing that contact. However, the designated customer interface and stakeholder management lies within the Knowledge Centre. The Stakeholder Manager and Service Support Team provide the key interface between the service and the customer with the locality stewards focusing on effective management of community stakeholders, primarily Ward Members and Parish Councils.

Locality working involves engaging with the Herefordshire community, working alongside elected members (Ward and Parish Councillors). The aim of the engagement is to understand and prioritise needs and when combined with knowledge of the condition of the public realm, inform the service to maximise customer satisfaction and ensure public funds are spent in the best possible way. The service is delivered by Locality Stewards. These individuals provide an important link between the Council, the community and the service, communicating reactive and planned works and inspecting the condition of the public realm.



ROLES AND RESPONSIBILITIES

Job Role	Responsibility
Knowledge Centre Manager	• Overall management, review and performance of the knowledge centre team. • To develop a strategy to ensure the objectives set out by the Herefordshire Council's Customer Services standards are achieved as a minimum. • To ensure the objectives set out by the Council's Locality Strategy are being achieved through the delivery of the public realm service as budget and changing Council's objectives may require. • To develop the strategy to ensure the requirements of Herefordshire Council's Corporate Strategy are achieved with approval of high-risk communications. • Set the strategy for delivery of community focussed services, encouraging volunteers both externally and internally through developing initiatives such as Lengthsman, and the Community Commissioning Scheme.
Stakeholder Manager	• Management of localities and engagement team and advocate positive stakeholder engagement across contract • Development and delivering Engagement strategy (including Communities) linked to communication • Managing Engagement of complex projects • Identifying and implementing improvements, training and awareness for improving customer experience • Developing relationships with key stakeholders, act as escalation point • Identifying content and collating for reporting & presentations eg ops board, SPB, members briefs, meet & greet etc. • Identify and deliver engagement opportunities with key stakeholders – proactive good news, did you know, key information, Case studies – Celebrating success • Oversees the delivery of the Locality Steward service ensuring service delivery achieves the objectives of the Council's Locality Strategy and Highways Maintenance Plan.
Senior Locality Stewards	• Team Leader - Day-to-day management of the Locality Stewards. Oversee the development of the "Locality Portfolios", that will provide an in-depth understanding of a Locality's needs and requirements in relation to the public realm services. Ensure effective management of key stakeholders interfacing directly with the Ward and Parish Council members and other related community groups within a specific Locality. • Technical Lead - responsibility for ensuring appropriate health & safety and quality compliance together with meeting requirements of the Highways Maintenance Plan. Provide advice and guidance on technical issues and improvements.

Locality Stewards	• Undertaking the statutory highways inspections including supporting streetworks inspections and public rights of way inspections within a Locality, • Building positive and proactive relationship with their Wards, Parishes and Lengthsman and other related community groups. • Understanding needs of community – Locality profile
Locality Liaison Coordinator	• Coordination of Lengthsman, P3 and Community Commissioning Model (communities inbox) • Parish (inbox) liaison, triage and investigating to appropriate resolution • Developing other community initiatives in line with community focus of HC County Plan eg parish verges, PFO newsletters. • Community support (volunteering) • Delivering on community elements of social value
Stakeholder Liaison Coordinator	• Responsible for the escalated, complex and high-profile enquiries (liaison inbox) • Responding to complaints and FOI with quality responses and to timescales • Ward Member (inbox) liaison investigating to appropriate resolution, escalating as required
Communications Manager	• Develop and deliver Communication plan and strategy • Overview of all scheme communication – early engagement with project managers • Designing communications to educate inform and engage • Communication lead – proactive and reactive • PR/media liaison – working with HC as agreed protocol • Identify and deliver campaigns, seasonal, thematic, annual • Identify and deliver communication opportunities with key stakeholders – proactive good news, did you know, key information, Case studies – Celebrating success • Day to day communication updates
Communications Assistant - Digital	• Generating content for digital and social media, Twitter, Facebook and Instagram • Campaigns and promotional material • Photo and video lead • Focus on content for community benefit, gaining wider reach with parishes
Project Communications Coordinator	• Delivery of scheme communication plans • Ensuring all stakeholders are informed of scheme details through range of media; letter drops, twitter, emails, roadwork.org content management, newsletters • Dealing with queries and working with PM to support local needs

Service Support and Customer Manager	• Overall management and review to ensure team deliver a positive customer experience • Resource management to ensure resilience within the team. • Issue resolution and call escalation. • 7th Call Handler at busy times
Service Support Supervisor	• Team management – Delivery a positive experience at every contact • Day to day management of cover to ensure all calls covered. • First point escalation • 6th Call Handler at busy times
Receptionist/Call Handlers x 2	• Call handling – queries and request for service • Point of contact for emergencies and timely hand off to Hub • Management of requests from HC Website via contact forms.
Apprentice, Administrator and Coordinator	• Third, Fourth and Fifth call handlers as and when required

KEY DELIVERY INTERFACES

	Who are the dependencies	What is their role
Public Realm BBLP Partnership	Works Control Manager	Understanding scheme timetables/ programmes – road opening requirements. Planning and coordinating public realm works across the network, timescales and locations. Assessing appropriate communications in relation to road closures
	Performance & Improvement Manager	Ongoing feedback/ review of service performance
	Network Regulation Team	Streetworks, events TRO's, licencing & enforcement, activity on highway network, advice and guidance. Maintain contact with Police including regular meetings with regards to traffic management, safety and traffic regulation order issues
	Asset Management	Input into asset management and the collection and inspection of data Identification of sites for programme works Indication of locality priorities Asset data layers used for online mapping reporting tool to ensure defect located to the right asset. The development of asset data layers, together with schedules to be published on Herefordshire Council interactive mapping tool to the public with proactive information Provision of information from asset on state of the network and allocation of schemes against budgets
	Licensing & Enforcement	Information and guidance for all requiring scaffold/ dropped kerb/skip licences etc. Advice on enforcement

	Design & Build Team	Provision of consultation materials and information on major projects for public, Members, and Parish Clerks
	Commercial/Finance Manager	Subcontractors, suppliers, third party customers - quotes and contractual arrangements
	Operational teams	Interaction with members of public, accurate provision of data and response to enquiries
	All staff	Support for community engagement projects and events with third sector organisations etc Apprenticeship and work experience groups – to provide a positive work place experience with useful insight/shadowing for participants Ensure a positive customer experience with any interaction
Herefordshire Council	Emergency Planning Team	Preparing for and managing major emergencies. Responding to minor emergencies to act as lead contact for communication with Communications Team
	Press and Publicity Officers	Communication strategy and day to day communication liaison as required
	Web team/ Digital Engagement Officers	Developing and improving web processes and information – two way flow of information to share on social media to agreed strategy.
	Contract Client team	Information / queries regarding policies in Public Realm. Support in managing customer interaction through correct processes
	Transport (including schools)	Timely communications of road closures both emergency and planned.
	Legal Services	Incidents requiring legal representation
	Customer Services and Information access team	Out of office services; complaint & FOI/EIR liaison
	Members and parishes	Build and develop working relationships with Ward and Parish Councillors as point of contact. Establish rapport with Lengthsman and parishes. Attend parish meetings where appropriate. Consultation and communication around service delivery.
	Economic/community regeneration	Improving economic benefits, provision of grants
	Sustainable communities	Opportunities to devolve services to parishes and community groups
	Parks and open spaces	Identifying areas suitable for community group activities and devolved services
External Organisations	Schools/colleges	Opportunities for developing skills and knowledge of young people
	Media	Engagement and responsive to press releases and reactive enquiries to agreed protocol
	Community groups	Engagement

	Volunteer groups	Engagement to deliver projects and undertake work eg ramblers
	Local subcontractors	Support through Skills academy improving economic benefits
	Local landowners and businesses	Working together on responsibilities around hedge cutting, ditches, PROW etc. Liaison regarding incidents and planned works
	Lengthsman	Liaison with lengthsman on works on the network.
	Event coordinators	Coordination of works, liaison at major events
	Environment Agency	Incidents involving flooding or potential environmental harm
	Meteorological Office	Preparing for bad weather
	National Farmers Union	Incidents involving loss or damage to farm land, building relationships to tackle landowner issues eg mud on the road
	Business organisations/groups eg Chamber of Commerce	Engaging with the business community
	Business Improvement District	Liaison on service delivery for the benefit of the district
	Highways England	Liaison/Coordination of activities that span local and national road networks
	Third party training providers	Bodies such as Princes Trust, Job Centre, other training providers, eg Riverside training
	Safer Roads Partnership	Speed, traffic and safety issues (eg mud on road)
	Members of the Public	Inform of issues/impending works. Alleviate issues. Deal with service requests

APPENDICES

APPENDIX A: POLICY & PROCESSES

- Devolved Services Policy Guidance Devolved Services guidance 20 21.doc

- Public Realm Communication Strategy; Communications planner

Herefordshire Public Realm Communicatior

Comms Planner 2021 DRAFT.xlsx

- Customer Service and Requests for Service protocol

CS and requests for service 21 22.docx

Customer triage 20 21 (1).docx

- Freedom of Information Guidance 2015

FOI Guidance for BBLP.doc

- Lengthsman/P3 schemes guidance notes https://www.herefordshire.gov.uk/info/200231/parish_councils/207/lengthsman_scheme

- Community Commission Scheme toolkit https://www.herefordshire.gov.uk/info/200231/parish_councils/33/about_parish_councils/8

PROCESSES

The following processes have been identified and are included below

1. Enquiry & Defect management process
2. Locality Steward response to emergencies
3. Statutory Inspection Process
4. NRSWA Inspection Process
5. Application for inclusion in the Lengthsman scheme/P3
6. Application for community engagement assistance
7. Working with volunteers
8. Receiving Enquiries
9. Customer Services Assistants Action Appropriation
10. Emergency Response, Cat 1 Defect
11. Enquiry Complaint
12. Flagging Special Requirements
13. Issue Resolution
14. Complaint Escalation
15. Media Enquiry
16. Communicating emergency road closures
17. Scheme communication – sequence of events
18. Community Commissioning scheme

Enquiry Defect management 20 21.dc

processes 2 to 14 21-22 (1).docx

Media SLA 21 22 .docx

Road Closures Comms 21 22 (1).doc

17. Emergency Road Closure process (com

Community Commissioning Sche

Project lifecycle - Community Commis:

APPENDIX B: REFERENCE DOCUMENTS

LEGISLATIVE DOCUMENTATION

- Localism Act, 2011; Part 5
- Highways Act, 1980
- Traffic Management Act, 2004
- New Roads & Street Works Act, 1991
- Freedom of Information Act 2000
- Environmental information regulations 2004
- Legal Services Act 2007
- Data Protection Act 2018

HEREFORDSHIRE COUNCIL DOCUMENTATION

- Locality Strategy for Herefordshire 2011: http://councillors.herefordshire.gov.uk/documents/s27253/Locality Strategy Version March 2011.pdf

  https://www.herefordshire.gov.uk/downloads/file/3466/locality_engagement_toolkit

- Talk Community http://councillors.herefordshire.gov.uk/documents/s50082794/Talk%20Community%20Strategic%20Approach.pdf

- HC Communication Strategy and Protocols HC Communications_St (New strategy and protocol due to be approved in March/April 2021)

- Highways Maintenance Plan 2020 (Covid 19) https://www.herefordshire.gov.uk/downloads/file/5210/highway-maintenance-plan-covid-19
- HC Customer Services Standards: https://www.herefordshire.gov.uk/info/200148/your_council/722/our_customer_service_standards

- Complaint: https://www.herefordshire.gov.uk/council/get-involved/7?documentId=61&categoryId=200148

- Access to Information Policy and Procedure: https://www.herefordshire.gov.uk/downloads/file/1334/access_to_information_policy.pdf

- HC Unacceptable Behaviour https://www.herefordshire.gov.uk/downloads/file/1335/unreasonable_behaviour_policy

CONTRACT DOCUMENTATION

- Herefordshire Council contract, Public Realm Services baseline specification
- Annual Plan Annex 2

APPENDIX C: DEFINITIONS

BBLP	Balfour Beatty Living Places
HC	Herefordshire Council
HMP	Highways Maintenance Plan
NRSWA	New Roads & Streetworks Act
P3	Parish Paths Partnership
NHT	National Highways & Transport – Customer satisfaction survey

APPENDIX D: PROGRAMME OF WORKS

INSERT WORK PROGRAMMES

- Statutory Inspection Programme, managed through Confirm
- Communications Planner – developed throughout year – See Appendix A for example

INSERT ACTIVITY SCHEDULES

APPENDIX E: SUPPORTING DOCUMENTATION

- Budget Breakdown

- Risk Register

Annex 2 Risk Register 21-22.xlsx

- Method statement

  Method Statement 21 20 (1).docx

- Performance indicator definitions

  Performance Indicators.doc

  (to be updated following formal approval of OPI/SPI review)