

HEREFORDSHIRE PUBLIC REALM CONTRACT 2020/21

ANNEX 2 – COMMUNITY DEVELOPMENT & STAKEHOLDER MANAGEMENT

SERVICE OVERVIEW

SERVICE SUMMARY		
		Output
Revenue Activities	Locality Working	Ad-hoc inspection, liaison with Members and Parishes, NRSWA inspections. Statutory inspections through Annex 8 budget
	Communications & Customer Services	Call handling and complaints Proactive communications and community engagement

Performance Indicators		
	Indicator	Target
Operational PIs	O5 Highway Safety Inspections	98%
	O11 Complaints Handling	95%
	O12 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 Engagement number of days supported	90-110 days
	S15 Customer Satisfaction Public satisfaction with ‘management of road works’ – measured through NHT survey	36-39%

SERVICE SUMMARY

Delivering the Public Realm Services has a direct effect on the residents of Herefordshire. Providing effective communications 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. This will support the council’s keys priorities for

1. Economy
2. Community
3. Environment

The service is supported by a dedicated call handling team who understands 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’. 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, minimising waste and enabling communities to become more self-reliant.

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, stakeholder management through the Locality Steward team, partnership working, community volunteer engagement, and identifying and supporting opportunities for devolving services.

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. These will be reflected in the communications strategy and the live communications calendar (Appendix A). High risk areas will be identified and where required a separate more focussed communications plan will be created.

SERVICE OUTCOMES

OUTCOMES	HOW WILL THE OUTCOME BE ACHIEVED
Improved access to services	<ul style="list-style-type: none"> • 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 • More and better digital access and processes
Improved network asset	<ul style="list-style-type: none"> • Clear inspection regime • Encouraging communities and Parishes to take ownership for their local area through volunteering and commissioning <p>Better communication on schemes and proactive engagement</p>
Safer network	<ul style="list-style-type: none"> • Clear safety inspection regime • Effective triage of request for service • Effective and timely emergency communications eg road closures <p>Working with Accident Investigation team to promote safety and understand issues at key locations</p>
Contribution to the local economy	<ul style="list-style-type: none"> • Encouraging communities and parishes to take ownership of local area and contributing to costs of delivering that service eg Lengthsman <p>Delivery of the skills academy targets improving opportunities for construction based employment and subcontractor support.</p>
Sustainable delivery	<ul style="list-style-type: none"> • Encouraging local delivery through parishes and their lengthsman • Encouraging local delivery through community groups eg signposting to grant funding, litter picks, coordinated grass cutting <p>Improved digital processes to assist in online reporting</p>
Value for money	<ul style="list-style-type: none"> • Identifying opportunities and supporting Herefordshire Council with the devolved services process • Encouraging the devolvement 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 <p>Increasing use of technology to get it right first time</p>

<p>Satisfied stakeholders</p>	<ul style="list-style-type: none"> • 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
<p>Engaged communities</p>	<ul style="list-style-type: none"> • Through the understanding of locality needs and support of the Lengthsman and P3 schemes • Through the identification of community engagement projects and processes to support volunteers eg rambles delivering works on PROW, provision of TM for community events • Regular pro-active 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

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 and does not reflect any changes to the Highways Maintenance Plan (2016) requirements which is subject to ongoing review.
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 policies, 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.

THE SERVICE

SERVICE DELIVERY

	SERVICE	RESOURCE	DELIVERY
Programmed	Inspections - safety	Locality Stewards	<p>Inspections as scheduled, as outlined in the Highways Maintenance Plan including annual night inspection to capture night time defects.</p> <p>Defects to be categorised, prioritised and recorded electronically for inclusion in reactive and programmed maintenance schedules.</p> <p>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.</p> <p>Investigate issues with Accident investigation prevention team</p> <p>Erosion sites</p>
	NRSWA inspections	NRSWA inspectors supported by Locality Stewards	Ad hoc and support for NRSWA inspections as outlined in Annex 9
	Scheme consultation and communication	Through Operational Control Centre	<p>Clear communication process followed for all schemes.</p> <p>Most appropriate consultation agreed for high risk schemes</p>
Reactive	Inspections – emergency and customer enquiry	Through Locality Stewards	<p>Inspection where required in response to emergencies and customer enquiries</p> <p>Defects to be categorised, prioritised and recorded electronically for inclusion in reactive and programmed maintenance schedules.</p>
	Lengthsman/P3 & volunteer coordination	Locality Stewards (Liaison) Locality Liaison Coordinator	<p>Coordination of Lengthsman/P3 contracts with parishes.</p> <p>Engagement with Lengthsman.</p>
	Community support	Locality Liaison Coordinator Locality Stewards	<p>Coordination of opportunities for use of volunteer and community groups to deliver elements of service</p> <p>Coordination of community commissioning scheme</p>

	Devolved services	Locality Stewards & Customer Services	Identifying opportunities and supporting Herefordshire Council with the devolved services process
	Stakeholder management	Locality Stewards & Customer Services teams	<p>Provision of timely information through weekly briefs to Members and Parishes</p> <p>Parish walks/tours</p> <p>Provision of information for Herefordshire Council website</p> <p>Provision of guides, newsletters, briefings etc</p> <p>Responding to direct requests from stakeholders</p> <p>Gaining feedback through surveys eg NHT, member specific</p> <p>Scheme communications (consultation/engagement)</p>
	Volunteering	<p>Equivalent of 100 days 'volunteer' time</p> <p>Locality Liaison Coordinator</p>	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	<p>Representation at local, regional and national meetings relevant to the improvement and delivery of service</p> <p>Working with other organisations to improve delivery eg Environment Agency/Safer Roads Partnership tackling mud on road.</p> <p>Engagement on closures</p>

	Customer contact	3 customer services assistants with total 11 available in times of high demand	<p>Phones answered between 9.00am – 4.15pm 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.</p> <p>Response to other forms of contact eg web, email, mail and in person.</p> <p>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.</p> <p>Work to improve reporting processes- through web and app</p>
	Customer Resolution Management (Complaints, compliments, FOI/EIR)	Through customer services team via Herefordshire Council information access team (except for compliments)	<p>Recording and management of all complaints to resolution. Timescales for resolving complaints will be agreed with the complainant via Herefordshire Council information access team.</p> <p>Recording of compliments and celebrating success.</p> <p>Freedom of Information and Environmental Information Regulations requests managed in line with statutory requirements via Herefordshire Council information access team.</p>

	<p>Communications – proactive and reactive</p>	<p>Communications Manager, Communications Officer (new post), Stakeholder Manager, Customer Services Team/Locality Stewards with support from wider business</p>	<p>Stakeholder identification and engagement for delivery and planned major projects</p> <p>Identify proactive press releases opportunities and assess suitability based on local and national context, respond to reactive media contact (via HC) within agreed timescales</p> <p>Regularly update and review HC webpage contents and publications/ leaflets, and provide information to reduce reactive requests</p> <p>Design and delivery other forms of communication as required including promotion of safety and HC strategic priorities</p> <p>Notification of changes in network eg emergency road closures via Elgin</p> <p>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.</p> <p>Other forms of communication as required including promotion of safety messages</p> <p>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.</p> <p>Ensure winter communications and any other agreed strategic priorities are delivered efficiently and effectively within resource and budget available.</p> <p>Manage the engagement mechanism between Balfour Beatty Corporate, BBLP and HC via fortnightly meetings (or other agreed channel) and ad hoc as required; ensuring strategies are aligned as far as possible.</p> <p>Improvements to digital member communication and Locality Steward processes</p>
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	Skills Academy	Office Manager	<p>Engage with local schools, colleges and providers to offer opportunities</p> <p>Engage with internal workforce and local construction subcontractors to improve skills</p>
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SERVICE SCOPE

SERVICE	SCOPE
Inspections - safety	<p>IN SCOPE</p> <ul style="list-style-type: none"> • 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 <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Un-adopted roads • Land outside of HC ownership
NRSWA inspections	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Cat A, B and C inspection to support NRSWA team • Ad-hoc inspections • Joint site visits with utility companies
Scheme consultation and communication	<p>IN SCOPE</p> <ul style="list-style-type: none"> • 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 <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Utility schemes

Inspections – emergency and customer enquiry	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Emergencies • Customer generated where required
Lengthsman/P3	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Queries • Contracts <p>NOT IN SCOPE</p> <p>Any additional training required by Lengthsman (see guidance notes)</p>
Community Support	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Identifying opportunities and facilitating volunteers to undertake elements of service eg Ramblers where safe and resources allow • Coordination of community commissioning scheme, supporting communities to identify needs and through the process <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Responsibility for volunteers
Devolved services	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Passing on interest in opportunities for devolving services • Provision of asset and/or service information to allow transfer to occur <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Management of transfer and legal processes
Stakeholder management	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Managing positive relationships with key stakeholders
Volunteering	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Requests for support approved as per BBLP process • Identify and coordinate staff volunteers and in kind support <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Training of all volunteers • Financial sponsorship for charities/ organisations/ individuals
Partnership and multi-agency working	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Liaison with external stakeholders on issues/ projects relating to the network (subject to resource availability)

<p>Customer contact</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Calls to 01432 261800 • Web/app reports • Contact forms • Generic emails • Letters • Twitter (content to Facebook via HC comms team) • Face to face
<p>Customer Resolution Management (Complaints, compliments, FOI/EIR)</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Complaints • Compliments • FOI/EIR
<p>Communications</p>	<p>IN SCOPE</p> <ul style="list-style-type: none"> • Strategy and communications plan • Delivery of communication plan • Proactive literature and information • Press releases • Responding to media queries • Web updates • Proactive and reactive communications • Monitoring and analysing impact • Scheme consultations and stakeholder engagement <p>NOT IN SCOPE</p> <ul style="list-style-type: none"> • Provision of out of hours communications
<p>Skills Academy</p>	<p>IN SCOPE</p> <p>Meeting requirements of Employer Skills Plan targets</p>

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 client/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	Changes in 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

Full

risk register highlighting key operational and delivery risks:



Annex 2 Risk Register 20-21.xlsx

PART 2

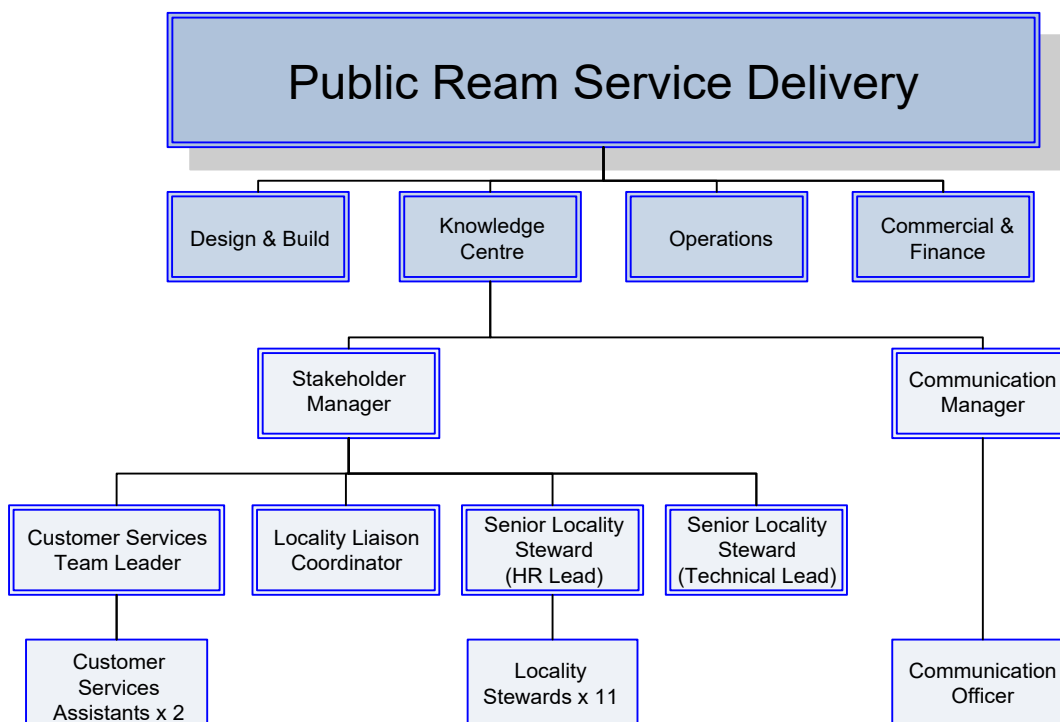
ORGANISATION

STRUCTURE

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 Customer Services 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 (Parish and Ward 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 Citizen Contact 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.
Communications Manager	Design and delivery of BBLP Herefordshire’s external communications strategy within budget and resources available. Day to day responsibility for all external communications (other than with agreed stakeholders, Customer Service Centre, FOI /EIR requests). Liaison with HC and Balfour Beatty Group communication leads. Anticipating and responding to media enquiries in liaison with HC and BB Group. Creating proactive media opportunities in relation to Public Realm activity, projects and major projects, as agreed and prioritised within the Communications Strategy. Designing and delivering social media content and digital engagement activity. Providing advice, guidance and training to members of staff in relation to external communications. Reporting on performance via Governance structure and monthly Performance Reports
Stakeholder Manager	Oversees the delivery of customer services interactions including FOI/EIR requests. Responsible for ensuring that at time of extra demand, adequate resources will be pooled from other part of the business. Also oversees the development and coordination of the Community and Volunteering Plan establishing positive relationships with communities (eg Parish Councils) in delivery of service. Has overall responsibility for key messages and communications to all stakeholders and coordinates community engagement, and development activities. 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	<p>Team Leader - Day-to-day management of the Locality Stewards. They will 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.</p> <p>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.</p>

<p>Locality Stewards</p>	<p>Undertaking the statutory highways inspections including supporting streetworks inspections and public rights of way inspections within a Locality, along with responding to enquiries and emergencies. Interface directly with Ward and Parish Council members and other related community groups and develop and update a specific “Locality Profile”, ensure the day-to-day service delivery achieves the objectives of the Council’s Locality Strategy and coordinate with the work of the Lengthsman, P3 and other community groups within the public realm services.</p>
<p>Locality Liaison Coordinator</p>	<p>Point of contact and coordinator for the Community Commissioning scheme, Lengthsman/P3 schemes etc. Development of opportunities for use of volunteers and community groups to deliver services. Encouraging internal volunteering and managing process for Balfour Beatty community support programme. Working with landowners in understanding their responsibilities and acting as first point for public rights of way enquiries. Act as point of contact and back office support for Locality Stewards in liaising with landowners and other public bodies eg utilities.</p>
<p>Customer Services Team Leader and Customer Services Assistants</p>	<p>Ensuring a positive customer services experience, receiving and resolving requests for service, information and resolving complaints. Also ensures appropriate data capture to enable proactive two-way communications.</p> <p>Coordination of stakeholder communications and consultation events fulfilling Herefordshire Council communications and engagement objectives. Recording and management of all complaints to resolution. Continually considering improved and automated ways of informing customers to reduce direct contact. Recording of compliments and celebrating success. Freedom of Information and Environmental Information Regulation requests managed in line with statutory requirements. Delivery of reactive and proactive communications. Supporting and delivering specific scheme communications.</p>
<p>Communications Officer</p>	<p>To assist the Communications Manager in the efficient and effective delivery of communications to inform, educate and engage staff, stakeholders, media and the public about the maintenance and improvement of the Public Realm (roads and open spaces) in Herefordshire. To contribute to on-line communications channels, such as Twitter, and identify new on and off-line opportunities for the delivery of communications to support agreed priorities within the Annual Plan and other communication strategies and engagement priorities. To gather, analyse and interpret information, ensuring that all communications are timely, accurate, appropriate and delivered in an accessible and interesting manner. To deputise for the Communications Manager, attend internal and external meetings and maintain accurate records of communications planned and delivered, including performance reporting.</p>

KEY DELIVERY INTERFACES

	Who are the dependencies	What is their role
Public Realm BRI P 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
	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
	Contract Client team	Information / queries regarding policies in Public Realm. Support in managing customer interaction through correct processes
	Children Services	Emergency incidents close to educational establishments
	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
	Job Centre plus	Provision of work experience opportunities
	Community groups	Engagement
	Volunteer groups	Engagement to deliver projects and undertake work eg rambles
	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

FOUR YEAR PLAN

INNOVATION AND CONTINUOUS IMPROVEMENT

These will be captured on the continuous improvement register and approved and managed through the continuous improvement cluster group.

- **Locality Information Packs/Profiles** – Continue to develop the locality information packs, providing each Locality Steward with essential information about the Locality, Herefordshire Council and Balfour Beatty Living Places policies, and operational processes including identifying key contacts for signposting. Ensure meets the needs of Herefordshire Council and contract communication strategies. Profiles of each locality will provide an in-depth understanding of a Locality's needs and requirements in relation to the public realm services. The profiles will inform future annual plans.
- **Lengthsman/P3 schemes** – Supporting parishes to further develop their annual maintenance plan and raise precepts as funding. Developing links with the Lengthsman. Encouraging Parishes to adopt increased responsibility and influence on decisions
- **Visualisation and Performance Management** – Involvement and contribution in visualisation. Extend to locality and customers services through involvement in existing visualisation and expansion within the Operational Control Centre. Improvements in collection of management information to better inform all stakeholders
- **Development of Community and Volunteering Strategy** – This will bring together our approach to supporting service provision through the community and volunteer organisations. Enabling delivery through self-help opportunities, eg provision of litter picks, coordination of grass cutting with community groups, signposting to grant funding, support for parishes to procure their own sandbags and salt supplies and proactive identification of projects potentially funded by communities through the community commissioning scheme. The strategy also includes Balfour Beatty community support offering through provision of volunteers and in-kind support.
- **Engagement channels (Letters, social media, signage)** - Improving the customer engagement process and responsiveness of the service through social media in line with agreed Herefordshire Council policy – Task & Finish group to be considered during the year if appropriate.

- **Web reporting** - Continue to work in partnership to develop Herefordshire Council's website to better enable web-based reporting to further increase usage and reduce the amount of non-value added administrative input. Incorporation & development of reporting app.
- **Develop communications:** To identify opportunities across all available channels to improve external communications and engagement and develop advice and guidance and 'tools' appropriate to each. Collaborate with third parties in public/private sector as agreed with HC, e.g. Highways England in relation to strategic road messaging/HTP/SWTP
- **Records register** – development of register to assist in meeting data protection requirements







FOUR YEAR PLAN

Subject to funding there are no proposed changes to levels of service for locality stewards, customer service or community engagement. Work is on-going to design and develop a joint HC/BBLP Communications Delivery Plan and this will include consideration of future resource and budget requirements.

APPENDICES

APPENDIX A: POLICY & PROCESSES

STRATEGY, GUIDANCE & PROTOCOLS

- 
 Devolved Services guidance 20 21.doc
 - Devolved Services Policy Guidance
- 
 Herefordshire Public Realm Commu
 
 Comms tracker example 20 21.xlsx
 - Communication Strategy; Communications calendar
- 
 CS and requests for service 20 21.docx
 
 Customer triage 20 21.docx
 - Customer Service and Requests for Service protocol
- 
 FOI Guidance for BBLP.doc
 - Freedom of Information Guidance 2015
 - 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. Managing devolved services enquiries around open spaces
9. Receiving Enquiries
10. Customer Services Assistants Action Appropriation
11. Emergency Response, Cat 1 Defect
12. Enquiry Complaint
13. Flagging Special Requirements
14. Issue Resolution
15. Complaint Escalation
16. Media Enquiry
17. Communicating emergency road closures
18. Scheme communication – sequence of events
19. Community Commissioning scheme



Enquiry Defect management 20 21.c



processes 2 to 15 20-21.docx



Media SLA 20 21.docx



17. Emergency Road Closure proce:



Road Closures Comms 20 21.docx



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



HC



HC

- HC Communication Strategy and Protocols Communications_StCommunications_Pr
- Engagement standards – currently due for decision 10th Feb
- Highways Maintenance Plan 2016 (currently under review)
https://www.herefordshire.gov.uk/download/downloads/id/5210/highway_maintenance_plan_october_2016.pdf
- HC Customer Services Strategy:
https://www.herefordshire.gov.uk/info/200148/your_council/722/our_customer_service_standard_s
- HC Unacceptable Behaviour

CONTRACT DOCUMENTATION

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



GDPR Register 20
21.xlsx

- GDPR register

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

The Community Development and Stakeholder Management Annex is a partly a reactive service responding to service requests as required.

- Statutory Inspection Programme, managed through Confirm
- NRSWA Inspection Programme, managed through Confirm



Example

- Example Community Support Programme Community support

APPENDIX E: SUPPORTING DOCUMENTATION



Method Statement
20 21.docx

- Method statement



Performance
Indicators.doc

- Performance indicator definitions
- Budget Build up