

HIGHWAY INFRASTRUCTURE ASSET MANAGEMENT

Communications Strategy 2020

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1.0 Purpose

This Communications Strategy sets out how we will communicate our approach to highway asset management ensuring that our customers are kept informed of highway activities, both planned and reactive.

This Communications Strategy also supports the Wirral Highways Infrastructure Asset Management Strategy (HIAM-Strategy) which in turn sets out how we are supporting the overall vision of the Council - making Wirral a place that we can all be proud of – and supports the objectives of the overall corporate communication strategy.

Wirral Council recognises that effective communication with our customers at various stages in the highway management and maintenance process is essential for keeping them better informed.

This strategy supports the Council's overall shared set of values and supports the ambition and delivery of the new corporate plan and will be:

- Customer focused
- Accountable
- Ambitious
- Professional

1.1 Highway Infrastructure Asset Management

As the local highway authority, the council are responsible for the borough's assets. Our highway forms the largest, most valuable and most visible public asset within the council's control. We recognise that a well-maintained highway network plays a key role in keeping residents safe and well-connected, whilst being a vital part of Wirral's economic development and future prosperity.

Residents, businesses and organisations are all customers, using our highway networks to travel around, and beyond, the borough by either walking, cycling or using public transport, taxi, motorbike, motor vehicle or HGV. Organised and efficient management and maintenance is therefore necessary to ensure that the network meets the needs and expectations of our customers as much as possible, within the constraints we face. Wirral Council seek to work in partnership with local people ensuring residents are kept informed of key projects and works across the borough.

Within this asset, the council is responsible for approximately 1190 km of road, 37,000 streetlights, 120 highway structures, 12.5 km of coastal defense structures, 60,000 gullies and 303 traffic-signal controlled junctions.

The Highways team also manage gritting, pedestrian crossings, tree maintenance and a wide range of improvement schemes including speed limits, traffic calming measures and parking services. Other public rights of way, such as footpaths, cycleways and bridleways are also looked after by the highways service. The council is also responsible for managing third-party roadworks and closures on the highway.

Highways are unfortunately always at risk of damage from external and uncontrollable forces such as severe weather, ageing, increasing traffic or just general wear and tear and this can, in turn, result in visible defects including potholes, damaged road signs, and defective streetlights. These defects

are seen and felt by residents and visitors and can result in damage to the council's reputation and/or negative media coverage.

Organised asset management will deliver an efficient and effective approach to the management of our highway infrastructure assets through long term planning, ensuring that standards are defined and achievable for available budgets. This is necessary to enable our highway network to continue providing:

- A safe and pleasant community
- A sustainable environment
- A network that can support active and healthy lives
- A brighter future for all residents
- An inclusive economy

Therefore, effective communication is important to keep customers informed and ensure they are confident in both our service and that money is being invested wisely. Communication will also provide a greater understanding of the contribution highway infrastructure assets make to economic growth, improvements to health and wellbeing and the needs of local communities.

Our engagement also allows us to raise public awareness of the challenges that the council face and provides us with an opportunity to explain the way services must be prioritised in order to meet our needs but also manage customer expectations.

1.2 Framework

Wirral Council are following Highways Infrastructure Asset Management practices that have been developed under guidance such as 'ISO55000 Asset Management', 'Well-Managed Highway Infrastructure' and 'Highways Maintenance Efficiency Programme (HMEP)'. These are sector-led transformation processes and programmes designed to maximise returns from highways investment and deliver efficient and effective services.

The guidance is designed to help all those delivering highways services to embed asset management principles in their organisations and make the case for highways maintenance funding.

These documents have been used to develop Wirral's Highway Infrastructure Asset Management Policy (HIAMP) and a Highway Infrastructure Asset Management Strategy (HIAMS) which identify how efficient and sustainable management of highway assets can contribute to the overall Vision and the corporate Wirral Council Plan 2025. The HIAMP and HIAMS sit within the wider highway asset management framework and are key strategic documents related to the delivery of the council's highway services. Wirral's Asset Management Framework, presented in Appendix 1, is the core documentation demonstrating the link between policy requirements and operational delivery. The HIAMS also calls for the development of a suite of accompanying documents to support the Vision moving forward. These include a:

- Asset Data Information Plan
- Asset Lifecycle Plans
- Communications Plan
- Performance Management Framework
- Risk Management Plan
- Resource Management Plan

2.0 Aims and Objectives

2.1 Our Aims

The Council aims, through communication, to:

- Raise awareness of the services provided by the highway service
- Increase customer satisfaction with the services provided
- Improve the level of trust and confidence in the decisions made
- Support elected members in their role as community representatives
- Use modern technology to reach as many people as possible

2.2 Our Objectives

- To inform customers of the services the council provides and the quality of service they can expect
- To demonstrate the positive work being carried out to maintain and improve the network
- To communicate efficiently and signpost on where to find further information for significant schemes and works
- To engage and listen to people's concerns about the network and feedback our progress on a regular and timely basis
- To inform how the council spends highway maintenance resources wisely, using the most appropriate treatments
- To work collaboratively across internal departments and with partners to ensure that communications are as informative as possible, consistent, factually sound and easy to understand
- To help customers understand how they can report highway issues, influence and help shape the work

3.0 Audience and Insight

Highways is of significant interest to the public and to the media in respect to how the network should function and how it should be managed. Engagement with customers is essential to keep them informed, provide mutual understanding, meet legal obligations, manage expectations and ultimately improve customers satisfaction of the highways service.

Customers are considered during the planning and delivery of services and the construction works. The council will seek to engage and inform as many people as possible from across the borough.

The tables below show our customers and the most appropriate means of communication.

3.1 Internal Customers

Customer Group	Includes	Preferred method of Communication
Elected Members	<ul style="list-style-type: none"> • Leader of the council • Deputy Leader of the council • Portfolio holder for community services • Portfolio holder for climate change and environment (if appropriate) 	<ul style="list-style-type: none"> • Direct communication • Face-to-face meetings • Council meetings • Briefing notes • Reports • Presentations at committees • Email • Councillor Net
Ward Members	<ul style="list-style-type: none"> • All other WC Councillors 	<ul style="list-style-type: none"> • Direct communication • Meetings • Presentations at committees • Email • Councillor Net
Constituency Committees		<ul style="list-style-type: none"> • Meetings • Direct communication • Reports • Briefing notes • Presentations at committees • Digital channels • Email
Community Committees		<ul style="list-style-type: none"> • Local media • Wirral publications • Digital channels • Constituency Teams • Councillors and Community Voluntary Groups
Wirral Council staff	<ul style="list-style-type: none"> • WC Highways • All other WC staff using road/ highway 	<ul style="list-style-type: none"> • Email • Telephone

	services	<ul style="list-style-type: none"> • Inside View (staff newsletter) • Staff Intranet • Managers brief
Customer Contact Centre		<ul style="list-style-type: none"> • Direct communication • Email • Telephone
Service Providers		<ul style="list-style-type: none"> • Direct communication • Meetings • Email
Liverpool City Region Combined Authority (LCRCA) including Merseytravel		<ul style="list-style-type: none"> • Direct communication • Meetings • Digital channels
LCR Elected Mayor		<ul style="list-style-type: none"> • Council meetings • Reports • Presentations at committees
Chambers of Commerce		<ul style="list-style-type: none"> • Council meetings • Local media • Wirral publications • Digital channels

3.2 External Customers

Customer Group	Includes	Method of Communication
Wirral residents		<ul style="list-style-type: none"> • Local media • Wirral publications • Digital and social media channels • Constituency teams • Councillors and Community Voluntary Groups • E-newsletter • Letters from Council / contractors • Road Signage • Public Notices
Local road users	<ul style="list-style-type: none"> • Commuters • Visitors to the borough 	<ul style="list-style-type: none"> • Local media • Wirral publications • Digital and social media channels • Road signage
Property owners	<ul style="list-style-type: none"> • All those who live on the borough 	<ul style="list-style-type: none"> • Local media • Wirral publications • Digital and social media channels • Constituency teams

		<ul style="list-style-type: none"> • Councillors and Community Voluntary Groups • Letters from contractors to inform before major works begin on their road or in area
Sub-contractors		<ul style="list-style-type: none"> • Direct communication • Meetings • Email
Environment Agency		<ul style="list-style-type: none"> • Forms of agreement • Emails • Meetings
Transport operators	<ul style="list-style-type: none"> • Bus companies • Railway companies • Taxi firms 	<ul style="list-style-type: none"> • Forms of agreement • Emails • Meetings
Local communities and community groups		<ul style="list-style-type: none"> • Local media • Wirral publications • Digital channels • Reports via the online system • Meetings
Schools/colleges	<ul style="list-style-type: none"> • All schools and colleges in Wirral 	<ul style="list-style-type: none"> • Direct communication • Reports via the online system • Letters • Email
Local businesses		<ul style="list-style-type: none"> • Local media • Wirral publications • Digital channels • Wirral Chamber of Commerce • Shopping Centre Management • Reports via the online system
Members of Parliament (MPs)		<ul style="list-style-type: none"> • Local media • Wirral publications • Digital channels • Email
Neighbouring local authorities	<ul style="list-style-type: none"> • Sefton • Halton • Liverpool • Knowsley • St Helens • Cheshire West and Chester 	<ul style="list-style-type: none"> • Forms of engagement • Direct communication • Meetings • Digital channels

Interest groups	<ul style="list-style-type: none"> • Pedestrian groups • Rambler groups • Cycling and motoring groups • Disability and mobility groups 	<ul style="list-style-type: none"> • Local media • Wirral publications • Digital channels • Constituency Teams • Councillors and Community Voluntary Groups • Meetings • Email
Local NHS Trust		<ul style="list-style-type: none"> • Meetings • Emails • Digital channels
Emergency services	<ul style="list-style-type: none"> • Police • Fire • Ambulance • Health service 	<ul style="list-style-type: none"> • Meetings • Emails • Digital channels
Utilities	<ul style="list-style-type: none"> • Gas • Water • Electricity 	<ul style="list-style-type: none"> • Meetings • Emails • Digital channels
Department for Transport (DfT)		<ul style="list-style-type: none"> • Forms of agreement • Emails • Meetings

Whilst the Council is not responsible for the M53 motorway (which falls under Highways England), when major schemes take place, we aim to support their communication plans to ensure our residents are fully informed. This is mirrored with our Merseyside wide partners promoting schemes for sustainable travel such as by bus and train and most recently supporting Merseytravel with the promotion of their train upgrades.

3.3 Survey and Consultation feedback

In the 2017 Wirral Residents Survey, road repairs along with street cleanliness and the reduction of crime & ASB, was named as one of the top three improvement priorities across all four constituencies. Within the survey, 20% of those surveyed said that the most important thing to make somewhere a good place to live, is when road and pavement repairs are completed quickly and efficiently. The survey also revealed that 51% said efficiency of road and pavement repairs needs improving. Reducing crime (43%) and street cleanliness (40%) also came out as overall priorities for improvement.

The National Highways and Transport (NHT) Network Public Satisfaction Survey is another survey that takes place nationally and although the percentage has decreased from 2017, satisfaction levels in Wirral are still slightly above the national average which is 53%. The NHT survey was sent to a sample of 3300 households with 770 responses (23%). From the 2017 NHT survey, overall satisfaction levels with transport and highway services were at 54% (2018 figure) and 56% (2017 figure).

A well maintained and managed network that is safe, reliable and sustainable is vitally important to our customers. High quality assets help to shape the character of our local area and the quality of the environment in which people live and work.

4.0 Communications Strategy

The communication strategy aims to provide clarity and transparency in the council's approach to both Highway Infrastructure Asset Management and highway maintenance service. At the heart of all communications will be what we are doing, why we are doing it, and the investments involved, to build trust and to inform.

The following core principles will be followed:

- **Regular accurate and consistent updates** providing up-to-date information about highways matters, with a continual drip feed of content around investment and improvement into our network, ensuring customers are informed and aware of the process and the year-round work of maintaining our highway assets
- **Plain and easy to understand jargon free language** so that customers with no highway's knowledge are able to understand and engage with the council
- **Honest, clear and simple communications** will be delivered even where difficult messages are required; for example, should schemes fall behind due to bad weather or other unforeseen circumstances, we should tell our customers. This will help demonstrate that the asset management approach is the most effective, long term solution, and offers good value for money
- **Transparent communications** about how decisions are made in relation to the identification, assessment, programming, delivery and completion of asset management activities including maintenance works and how people are involved in making decisions for the service. This will allow customers to understand the position and the rationale behind decisions
- **Timely and pro-active communications** in advance of any works taking place and in line with the Council's decision-making process
- **Customer focused and listening** to ensure the information is used to help drive service improvement
- **Safeguard and maintain** the reputation of Wirral Council
- **Our ambition** for Wirral should continually shine through everything we say, along with our commitment to provide communications in an informative, accurate and effective manner

To achieve these principles, we will communicate through a number of channels.

Major projects will be planned out in advance, working with the highways team and contractors to ensure that all customers have advanced warning of any works, diversion routes or temporary disruption. The long-term benefits of the schemes will be promoted. Major project updates on how works are progressing will be issued at timely intervals taking the customer on the journey from the start to end of the project. Where major projects are led by strategic partners, Wirral's communications team will support to cascade messages out on a local level.

Day to day operational work also needs to be communicated to our customers. Weekly road surfacing updates began in 2019 on social media and there are further plans to update our customers using this method of communication for other projects such as street lighting, winter gritting when appropriate and Streetscene works. News content is also shared with local media and added to the council's website and Wirral View site at the start of new programmes of work.

We will work with contractors to provide letters to properties in surrounding roads that are to be

resurfaced, providing advanced notification and safety advice for before, during and after the works.

Content will be produced through different media including video and photography to attract customer attention and make the projects relatable.

The council's website will be the main hub of information on our highway assets and the main channel for customers to report issues and engage with the council. For those unable to access online reporting systems either through mobile or PC, (free access available at One Stop Shops and libraries) the council's customer service team will be fully briefed on programmes of work to answer any enquiries.

All relevant policy, standards, service and project information will be published on the council's website and reviewed regularly as appropriate. By working with IT staff across the council we aim to ensure that uploaded documents are accessible for all readers, providing contact information if readers require a different format, for example those compatible with easy read devices.

Audio and text will be used in videos to describe highway works and promoted on digital channels.

Social media and press media enquiries on schemes and major projects will be answered quickly to provide accurate information to give the council's side of the story, liaising where appropriate with contractors and partners and directing to further information on the Wirral Council website.

Engaging with customers can be mutually beneficial; the council understand the needs and expectations of customers needed to determine and help shape the highways service.

Strategic, operational and specific messages will be communicated.

4.1 Strategic messages

Clear and accurate information will be made available through key messages to customers to ensure they understand how the council:

- **Plan and select works**
The council takes an asset management approach to highway maintenance by specifying the right treatment in the right place, at the right time to ensure that the asset delivers the required expected level of service and life expectancy and aims to therefore reduce the need for more costly reactive repairs
- **Focus on a Resilient Network**
Highway maintenance works will focus on key roads which form a Resilient Network in order to preserve economic activity and access to key services during severe weather and other disruptive events
- **A sustainable network**
We want a highway service that is fit for the future, that leads the way in its response to the climate emergency and is environmentally friendly to enable more people to travel on foot or by bike by creating a safe, integrated and well linked network of walking and cycling routes
- **Deliver services**
We are committed to investing in, maintaining and improving the highway to deliver an innovative and forward-thinking network
- **Focus on safety**
We want a highway service that focus' on the safety of customers
- **Produce works programmes**

The council carry out inspections to plan for future works to ensure that maintenance (whether that be to roads, footpaths, structures and streetlights) are consistently carried out in a planned and coordinated way (for example, our roads and footways are all addressed within an annual summer maintenance programme)

- **Collaborate**

Utility companies have to make repairs to their pipes and cables, often under our roads and footpaths. We recognise that working collaboratively with these key customers, where possible, can be beneficial to our maintenance programmes, repair works and schemes

4.2 Operational messages

Clear and accurate information about current activities and feedback, which fall under the categories:

- **Planned maintenance to enhance or replace existing highway assets**
 - Summer road maintenance programme (programme on website and weekly social media updates)
 - Plans to roll out this for other programs (for example, LED lights program with a monthly dashboard of successes) - residents have found the road resurfacing programme useful and informative and displaying in this way means that local elected members and the call centre can also direct residents to this information
- **Preventative maintenance to extend the life cycle of an asset**
 - Pothole repairs or other works that aren't in planned schedule but that highway teams inform us of so that we can inform residents through our digital channels
 - Road safety schemes are promoted in engaging ways for example through videos and photography to show how the team are working with the community, schools and businesses to promote safer travel
- **Reactive works**
 - Highway teams will update our communication team about any severe weather alerts or large leaf fall and the action they are taking. Gritting routes and leaf fall programme details are then added to the website for residents to view. Works are coordinated to minimise disruption to the public. We aim to ensure the benefits of this are conveyed to residents and that works are always in their best interest

4.3 Specific messages

Clear and accurate information about plans or where specific feedback is requested:

- **Specific projects/ plans**
 - Information, FAQs and works schedules for major projects published on public-facing council website and full briefs given to the call centre and used for social media engagement
 - For traffic management schemes, such as a new pedestrian crossing, we aim to explain to the public the rationale and benefits the new scheme will provide so not just seen as more roadworks and inconvenience
 - Press releases are sent out to local media about schemes or major projects (FAQs and information on the website may also invite local media attention)
 - On site scheme signage is put up by contractors in advance of any works

- **Specific responses/ feedback**

- Social media responses to queries about specific works or projects (this platform is used to engage as well as inform - residents' enquiries are directed where appropriate to online reporting forms, FAQs and other digitally available information to provide them with honest and accurate information)
- Responses to FOI's
- Responses to CRM reports - standard letter responses are currently used to respond to residents after they report faults and we plan to continue monitoring this as highways switch to a new Highway Asset Management System so we can further enhance the reporting process and the information residents receive
- Responses to press enquiries (the relevant highway team is contacted so that we can provide factual and accurate information back to the journalist, this is done so as quickly as possible)

4.4 Methods of obtaining feedback/ comments/ complaints / consultation

The council's customer relationship management (CRM) system is used for responding to complaints, comments and compliments and provides high quality reporting and feedback.

Wirral Council is currently in the process of introducing a new CRM system, Firmstep, which will replace the current system, allowing staff to better manage the customer enquiries. The new Firmstep software will have an enhanced offer of being able to provide regular automated updates to customers who have contacted the council so we plan to improve the communication made with customers through letters and emails and the information provided.

Wirral Council's social media channels also provide a platform for residents to give feedback on a range of council services, including programmes of works within the Highways department. Social media channels are managed by the Corporate Communications team and signpost to the Wirral Council website where more information can be found on the specific request or respond directly where appropriate to provide accurate and timely information.

Wirral Council commission National Highways and Transport (NHT) surveys annually which act as an avenue for general resident feedback on Highways and Infrastructure, providing detail on accessibility concerns, traffic pollution and congestion, and the overall quality of roads and pathways. In addition to this, the council has also carried out customer satisfaction surveys, the last being in 2017.

The council also facilitate meetings with elected members and with residents through local interest groups. The regular 'keeping in touch' meetings with the Lead Elected Member for Highways and Infrastructure acts as a link between corporate priorities, programmes and projects, and the opinions of local residents. It is also an opportunity for staff to receive indirect feedback from local people which will inform future planning. The council's constituency teams work within local communities and are able to cascade information and signpost residents and community groups to report any highways issues they have. The constituency teams also help to facilitate feedback with residents and members on proposed schemes and investment programmes.

Where projects require consultation, specific communication channels are looked and target audience identified, for major projects such as a new flood defense scheme this could include face to face meetings, consultation letters, online surveys, or for smaller specific schemes targeted letters to neighbouring properties.

4.5 Statutory consultation

The council has a statutory duty to communicate and consult specific customers for highway improvement schemes where the council intends to implement traffic calming; Traffic Regulation Orders (restricting access, waiting or parking); or to alter the speed limit under the Road Traffic Regulation Act 1984. The procedure adopted by the local authority for making TROs is set out in the 'Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 (SI 1996/2489) as amended.

These statutory consultees include but are not limited to:

- Police, Fire and Ambulance Services
- Road Haulage Association, Freight Transport Association
- Residents or Resident Groups
- Chambers of Commerce
- Action Groups (Mobility, Cycling, Bus Operators, Taxi,)

The authority must publish a notice in a local newspaper. It shall ensure that adequate publicity is provided to those likely to be affected. This may include display of notices in the relevant area and distributing letters to local properties and road users (though there is no requirement to do this specifically so long as the other publicity is adequate).

The relevant documents must be held on deposit from the date the notice of proposal is first published and must remain on deposit until six weeks after the proposed Order has been made (or a decision has been made by the authority not to proceed with the proposal).

The minimum period for consultation is 21 days.

It is a requirement that the notices of the consultation are published in a local newspaper circulating in the area in which the highway concerned is situated and that notices are placed at appropriate points on that highway.

Customers are also invited to write to the council with their comments. All comments received are included in a final report to the council before schemes are approved.

5.0 Implementation

5.1 Methods of communication and communication channels

People engage with information in a variety of ways and whilst the advances in technology offer exciting new ways of communicating, traditional methods (newspapers and leaflets) are still fundamental methods of communicating. Using a variety of different channels and/or media outlets, enables us to reach a wider customer audience.

Below are the channels that we communicate through.

Channel	Contacts
<p>Council run channels</p> <p>These publications are operated by Wirral Council to reach residents, staff and council members.</p>	<ul style="list-style-type: none"> • Wirral View online (public) www.wirralview.com • Wirral View e-newsletter (public) • Climate Emergency and Environment e-newsletter (public) • Wirral Council website, www.wirral.gov.uk (public) • Staff Intranet (staff) • Inside View e-newsletter (staff)
<p>Websites</p> <p>This enables communication with stakeholders by providing an A to Z Guide of Council Services.</p>	<ul style="list-style-type: none"> • www.roadworks.org (an interactive map showing roadworks across the district, including works by statutory undertaking such as Telecoms, Electric and Gas companies) • Highways webpages on www.wirral.gov.uk (public) <p>These webpages include, but not limited to:</p> <ul style="list-style-type: none"> • Information on each of the areas within this asset • Details of current works programmes (updated accordingly) • Details of major projects • Facility to report highway defects • Winter and gritting
<p>Social Media</p> <p>Our social media channels are an increasingly important way of communicating with stakeholders, providing us with another platform to reach a different audience. The Council recognise the need to regularly publish updates around key projects and works programmes, particularly where this may cause</p>	<ul style="list-style-type: none"> • Twitter @WirralCouncil • LinkedIn @Wirral Borough Council • Facebook @wirralcouncil • Stay Well Wirral Facebook @StayWellWirral • Love Wirral Facebook @LoveWirral • Love Wirral Instagram @LoveWirral

<p>disruption for residents and visitors to Wirral. Wirral Council's social media channels enable real-time dialogue between staff and Wirral, reducing response times and more efficiently signposting.</p>	<ul style="list-style-type: none"> • Instagram @wirralcouncil • You Tube @WirralCouncil
<p>Print media</p> <p>Local publications in Wirral are a great platform for us to be able to reach residents and other stakeholders. The Council has established relationships with local and national journalists and there are corporate guidelines for communications with local media and these will always be followed. The most relevant news outlets are targeted based on content.</p>	<ul style="list-style-type: none"> • Wirral Globe • Liverpool Echo • West Kirby Today • Press Association • Mercury Press • Wirral Life • Mersey Magazine • Highways Magazine • Construction News • Premier Construction Magazine • Surveyor Magazine • Local community magazines and newsletters
<p>Local media online</p>	<ul style="list-style-type: none"> • Wirral Globe online • Liverpool Echo online
<p>Radio media</p> <p>A few local channels often feature highways related news and discussions with residents, so this is another channel that we like to reach out to when it comes to significant projects and schemes.</p>	<ul style="list-style-type: none"> • Radio Merseyside • Radio City • Global Radio (Heart, Smooth etc)
<p>Broadcast media</p> <p>For major projects and issues, TV broadcast media can be used as this is one way that important messages can be put out to a wider audience.</p>	<ul style="list-style-type: none"> • North West Tonight • Granada Reports
<p>Other methods of communication</p> <p>These are the other main ways we communicate with our customers.</p>	<ul style="list-style-type: none"> • Email • Phone • Face-to-face meetings • Public Council Meetings

6.0 Scoring and Evaluation

Wirral Council will measure its performance of this strategy against our objectives in order to amend or enhance it where necessary.

6.1 What will be measured?

- Awareness of Highway Services and the services provided
- Increased satisfaction with highways condition and services provided
- Increased trust and confidence in the decisions made
- Increased support to elected members in their role as community representatives
- The use of modern technology to reach a range of people

6.2 How will this be measured?

- Monitoring the amount of engagement received on social media posts
- Participation and engagement with council projects, initiatives and consultation processes
- Amount and nature of media coverage
- National Highways and Transport Public Satisfaction Survey (NHT) and comparison to previous years (this will help gauge performance and inform future policy and planning decisions)
- Comments, compliments and complaints received about highways
- To monitor the number of visits to the highways webpages as appropriate for campaigns being promoted
- Number of calls to the Customer Contact Centre and time taken to respond to requests
- Number of CRM reports made online and the response times to customers reports
- Ensuring our CRM software supports our corporate priority of providing excellent customer service by offering a customer journey and issuing regular updates
- Closely monitoring the implementation process of the new Firmstep and Symology software, ensuring that through these new systems communications follow the principles outlined in this strategy

This Communication Strategy will be reviewed annually and updated as required to ensure effective mechanisms to communicate service standards and outcomes are in place to manage customer expectations.

7.0 Appendices

7.1 Appendix 1

Strategic Highway Asset Management Framework

The below framework shows how the key asset management processes and documents link together to deliver the Council's highway service:

