

Customer and Stakeholder Engagement Plan

April 2018



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Document Control

Contract Title	Shropshire Highways
Report Title	Customer and Stakeholder Engagement Plan
Revision	0.4
Status	Draft
Control Date	20 March 2018

Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
0.1	Draft	David Short	20 March 18	Gareth Profit		Steve Brown	
0.2	Draft	David Short	29 May 18				
0.3	Draft	David Short	14 August 18				
0.4	Draft	Claire McCabe	10 Sept 18				

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1. Executive Summary

1.1 Description

The Customer and Stakeholder Engagement Plan (CSEP) sets out the processes that we should use when we interact with our customers and those affected by our works. This mainly involves the distribution of information and how we use feedback on the *service* we provide and the *product* we deliver.

This should not be confused with Public Consultation. For consultation about works please refer to “*Street Works Consultation and Communication Framework*” and Shropshire Council’s “*Engagement Toolkit*”

For example:

We will tell you about some upcoming road works to build a new speed hump, how this will affect you. We will then ask you what you thought about the way we conducted the work.

We will not canvass opinion on whether you think the speed hump was needed.

1.2 Objective

- To provide all employees with the correct resources and procedures
- To notify customers concisely, consistently and clearly
- To get feedback from our customers and use it to improve our service

1.3 Benefits

- To provide a better service
- To improve public awareness
- To improve public perception.

1.4 Methods

- To provide guidelines on what to do in different situations
- To identify roles and responsibilities.
- To provide a system for information to be distributed and received.

1.5 Measurement

- Customer Satisfaction

2. Terms of reference, teams and roles and glossary

Please find below the individuals and teams who have responsibilities within the CSEP.

2.1 Terms of reference, teams and roles

Title of Individual, Team or document	Abbreviation	Roles and responsibilities
Shropshire Council	SC	Overall responsibility for customer and stakeholder engagement and provision of relevant information
Works Project Manager	WPM	Shropshire Council manager/engineer responsible for initiating works
Service Provider Supervisor	SPS	Supervisor responsible for carrying out works
Works Communication Team	WCT	Responsible for coordination of plan and design of documents. Responsible for dealing with second line of enquiries, audit, review and development of plan.
Customer Contact Centre	CCC	Responsible for dealing with initial telephone calls from residents and road users. They do not have direct involvement in the engagement.
Advanced warning sign	AWS	Signs erected in advance of works starting to inform road users, residents and the wider community
Public Information Pack	PIP	Information Pack distributed to residents, businesses and used as the basis of further communication
Permit sign	PS	Sign placed within works area with legal reference to street works permit

3. Scope of plan

This plan will cover engagement activities within the following teams and areas of the business:

- Major and Routine Maintenance
- Highway Design
- Reactive Maintenance
- Cyclic maintenance
- Street works
- Area Highway teams
- Structures
- Surface Treatment
- Footway slurry
- Micro-asphalt
- Drainage
- Transport Development Planning
- Major Projects

Most activities are managed within this plan by assigning each task we undertake a Level of Engagement. This level determines the extent of the engagement activity. The greater the potential customer disruption, the higher the Level of Engagement.

4. Stakeholders

4.1 Classification of Stakeholders

Shropshire Highway's stakeholders are people who have an interest in the work we do. Below are descriptions and examples of groups of stakeholders.

- **Primary Stakeholders:** Those whose day to day lives are directly affected by the scheme.
 - Direct Householders: directly in the site compound
 - Indirect Householders: live near the affected road
 - Direct shops, schools, public services and businesses: directly in the site compound
 - Indirect shops, schools, public services and businesses: based near to the affected road
 - Road Users
 - Major events: Local carnivals, marches, sports etc.
- **Secondary Stakeholders:** Those who need to know about the scheme for practical or professional reasons.
 - Elected Representatives: Councillors, Borough, District, Town and Parish Councillors, MP's
 - Statutory Authorities: Police, Fire, Ambulance, Highways Agency, Applicable Neighbouring Local Authorities
 - Passenger Transport
 - Educational establishments
 - Shropshire Highways Communications team
 - SC Traffic Signals, Structures Local amenities: Waste sites, community centres, hospitals
 - Mobility, Sight and Hearing Disabled Groups
 - Statutory undertakers: Gas, water, electric companies etc.
- **Tertiary Stakeholders:** Those who have a general interest in the scheme.
 - Road lobby groups: Freight Transport Association, RAC, AA
 - Shropshire Council colleagues
 - Environmental groups: English Nature, Conservation Board
 - Business & Trade associations
 - Resident groups and associations

4.2 Methods of Communication with the Stakeholder

Stakeholder Details	Action/Media
Parish/ District & Borough Councillors Councillors (those affected) Transport Lead Member, Community Partnership Engagement Officer	Email or via members Bulletin Newsletters for major projects
Local Statutory Bodies: Police, fire service, ambulance, Highways Agency	Telephone Email
Householders-Direct	Letter Drop, Public meeting. Newsletters for major projects.
Householders-Indirect	AWS, Permit Sign & notice board, Web page Public meeting, Press release. Newsletters for major projects
Shops & Businesses-direct	Public meeting, Visit, Letter drops Newsletters for major projects
Shops and Businesses-indirect	Webpage Public meeting AWS, Permit Sign & notice board Press release, Newsletters for Major Projects.
Neighbouring local authorities Cheshire West, Herefordshire Council, Telford & Wrekin Council, Powys Council, Worcestershire County Council, Wrexham Borough County Council	Email
Local Amenities Churches, Community Centres, Waste Tip, Schools & Colleges	Letter drop, Telephone Visit. Newsletters for Major Projects
Mobility, sight and hearing groups	Email
Shropshire staff-direct: Contact Centre	Email and InfoZone
Shropshire E & I staff, Hall, depots, NMIC	Newsletter/RoadZone
Public, Road users	Press release, Newsletters for major projects, Web page AWS, Permit Sign & notice board, SC website

4.3 Levels of Engagement

To decide the level of response required we have graded the works by the level of disruption and by the level of engagement chosen by the engineer when completing the pre-construction information form. The WCT may suggest an amended level when producing the document. Below is a table that sets out the levels.

Level of Engagement	Level 3- Severe Disruption	Level 2- Major Disruption	Level 1-Low to Moderate Disruption	Level 0	Responsible
Example	A or B Road Longer than 2-week closure	A or B Road 1-2-week closure 3 or 4-way temporary signals	Minor Road Up to 1-week closure 3 or 4-way temporary signals	Works with little or no affect to stakeholders	
	✓	✓	✓	Optional	Kier Comms
Advanced Warning Signs	✓	✓	✓	Optional	Kier Operational
Letter Drop	✓	✓	✓	Optional	Kier Comms
Business Visit	✓	✓	Optional	✗	Kier Comms
	✓	Optional	Optional	✗	SC Comms
Variable Message Signs	✓	Optional	✗	✗	Kier Operations
	✓	Optional	Optional	✗	SC Comms
Webpage	✓	Optional	✗	✗	SC Comms
	Optional	Optional	✗	✗	SC Comms

Public Liaison Officer	Optional	X	X	X	Kier Operations
Produce Scheme Film	✓	Optional	X	X	SC Comms

Level of Engagement		Level 3- Severe Disruption	Level 2- Major Disruption	Level 1-Low to Moderate Disruption	Level 0
Works Communication Team Notice	Timescales outlined in communication plan (agreed when scheme passed to design team)	28 days	28 days	17 days	n/a
Customer Notice		14 days	14 days	3 days	n/a

Table 6.0 – Customer Levels of engagement

When deciding which level is appropriate, the Works Project Manager must determine the level of disruption to customers based upon their knowledge of the scheme and the traffic flow.

4.4 Lead-in time for the Works Communication Team

To give the WCT time to draft, get approval, produce and distribute the information, a lead-in time of 2 weeks should be allowed.

Where this lead-in time cannot be provided. The Works Project Manager will need to:

- Gain approval from the relevant senior manager that the customer engagement levels will be breached
- Inform all relevant stakeholders of the late notification

4.5 Major Projects

All major projects, such as LEP schemes, will need a bespoke communications plan. This document will be written by the Works Communication Team with the support of the Project Manager and corporate communications team.

Dates and lead in time for Works Communication Team notification/stakeholder advanced warning will depend on the details of the scheme. This is to be agreed between the Works Communication Team and the Project Manager

4.6 Improving coordination between teams

It is recognised that the following parties are responsible for coordinating their work together to provide accurate and timely information to customers and stakeholders: -

- WPM and their team
- Kier* Programming team (* or other service provider)
- Sub-contractors and suppliers
- SC Street works team
- WCT

Not meeting minimum CSEP standards can:

On Members

- Lead to dissatisfaction from their constituents
- Members may provide inconsistent or conflicting information to their constituents

On customers

- Directly impact customers' daily lives,
- Directly impact businesses and their customers, and
- lead to decreased satisfaction and perception of the service

On Shropshire Highways work teams

- Increased customer enquiries for traffic management teams on site,
- Road users encountering the teams/closed road areas because they were unaware of the work, and
- Other site-specific problems- for example, parked vehicles, restricted access to site

On Shropshire Highways office-based teams

- Generates unnecessary customer contact with the SC Contact Centre, and SC customer care teams
- Generates unnecessary customer complaints, and
- The WCT manages increased customer enquiries which further reduces its ability to meet CSEP standards for other works.

5. Information flow and CSEP process

The main responsibilities within the process are as follows*:

Network Coordination Team	Set level of engagement and indicate key stakeholders
SC Works Project Manager	<p>On the Planned Works Management list, provide necessary information for each works that requires engagement</p> <p>Amend draft letters and AWS document if necessary within 24 hours of receiving draft</p>
Programming Team	<p>Programme the resources, and provide potential dates to deliver works to WCT</p> <p>Book and manage road space through the permitting scheme*</p> <p>Where possible amend the description on the street works permit to make it more accurate (e.g. change control, from customer feedback)</p>
Works Communication Team	<p>Draft PIP's AWS documents</p> <p>Manage CSEP through RoadZone task list</p> <p>Raise and act on any immediate feedback on pending or current schemes</p> <p>Upload all relevant documents to RoadZone</p> <p>Distribute PIP's to elected representatives</p> <p>Produce and publish member and public highways bulletins.</p>
Public Liaison Officer/Supervisor/Supply Chain	<p>Produce and collate PIP's and Produce AWS signs</p> <p>Distribute letters along with reply paid feedback cards and erect AWS</p> <p>Face to face communications with stakeholders (esp. Businesses)</p> <p>Provide any feedback from face-to-face communications to the WCT</p> <p>Complete and return AWS form</p>
SC Central Comms team and relevant service providers Press Office	<p>Issue and coordinate press releases</p> <p>Upload detailed scheme information to website</p> <p>Issue Social media postings</p>

6. Exceptions or variations

6.1 Reactive Maintenance

Reactive maintenance is usually because of a highway safety problem (possibly using an emergency street works permit) and it is not often possible to notify stakeholders within the usual CSEP timescales. If possible CSEP impact levels and timescales should be adhered to and the process above followed.

SC Local Highway Services Maintenance Engineer or team	Set level of engagement, and indicate key stakeholders on the pre-construction information form and provide necessary information for each works that requires engagement
Contractor's operatives (or Immediate Response Centre)	Distribute letters and erect signs Face to face communications with stakeholders Complete and return AWS form
SC Works Communication Team	Upload detailed scheme information to website

6.2 Surface Treatment

Surface treatment programmes such as Surface dressing, micro-asphalt and slurry seal are difficult to operate within the standard CSEP process. Although these may involve closing the road to through traffic, it is often for very short periods.

It is also very difficult to programme precise dates as the works are very weather dependent and subject to delays.

Instead of a bespoke letter, a standard “flyer” style letter explaining details of the treatment is distributed to stakeholders in accordance with the CSEP. The letter refers customers to the AWS for extents and dates of the works.

Surface treatment works should also follow the CSEP, and high-profile schemes within town centres or on A-roads should be given the appropriate Level of Engagement. However, most surface dressing operations should be considered as level 0 or 1 schemes as a minimum requirement.

6.3 Storage of materials, work compounds and work team welfare facilities

The placement of materials, work compounds and welfare facilities (portaloo etc) should be carefully considered by the WPM to minimise the impact on nearby residents and businesses. Where there is likely to be an impact the WPM should take steps to contact the affected residents and businesses well in advance of the works (i.e. months rather than weeks ahead). The WPM should try and make a face to face visit and where this is not possible the WPM should send a tailored letter.

6.4 Amendments to the design of the road, pavement or verges as part of the maintenance works

The WPM should inform and engage with any nearby residents that are likely to be affected by a change to the design of the highway in **any** material way. This should take place well in advance of the works and during the design stage so that the design can possibly be influenced where appropriate. This may include subtle and minor changes such as the kerb layout, the colour or material used near a customer's dropped kerb, new tactile paving or even a new style of railings.

7. How to communicate with the Stakeholder

When communicating with stakeholders it is important not to mislead them. It is essential that the message is clear and accurate. Plain English is used to overcome this problem. Plain English discourages the use of technical words, and instead encourages simple words and sentences.

We use several methods to communicate with stakeholders. This section sets out which media should be used and gives guidelines and expected content and standards.

7.1 Public Information Packs/Resident Letters

These letters are designed to set out simply the overview of the scheme and how it is to affect the stakeholders. It is sent out with all letter drops, emails and posted onto public notice boards. It is also used as the basis of a press release.

The pack contains the following information:

- Duration of scheme
- Summary of scheme
- Site boundaries / location
- Map
- Traffic management /diversions
- Notes for residents and businesses (e.g. access)
- Reference number
- Advice about bogus callers
- Contact details

The letter is not designed to answer very specific or detailed questions, for example “at what end of the road are you starting?” If customers have these detailed questions they are provided with contact details.

7.2 Feedback cards (Proposed)

Reply paid feedback cards are provided with every letter inviting customers to leave feedback about the information we supplied before the works and how we conducted the works.

7.3 Advanced Warning Signs

From 1 April 2018, Advanced Warning Signs are produced, ordered and erected as part of the planned works process and should comply with contract documents and TSRGD guidance.

SIGN REF: ST1



SIGN REF: ST2



SIGN REF: ST3



7.4 Webpage links

Shortcut URLs can be arranged for major projects or complex schemes to direct the public to the webpage. This needs to be prearranged with Shropshire Communications Team.

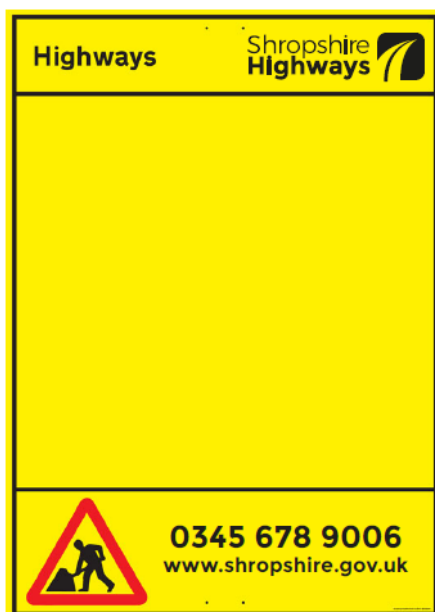
Once signs have been erected they should be checked to ensure they are correct in detail, comply with the requirements for size and colour and are easily visible. Where signs are mounted on posts, ensure correct clearance distances are maintained. These signs must not be put on hazard sign posts or on crossing points.

7.5 Advanced Signs-proposed development

The Kier Comms Team will create an AWS (Advanced Warning Sign) Document for each scheme that qualifies for notification. This document will detail:

- Letter drop distribution Zone
- Number of letters
- Position and wording of Signs
- Number of signs
- Who the project engineer (WPM) is
- Who acted as Public Liaison

The standard advanced signs are a class 1 reflective Corex portrait advanced warning sign and produced by the service provider. Size: 750mm x 1050mm



Proposed new advanced warning signs

7.6 Advanced Signs- General instructions

- Advanced signs should be erected no later than the minimum time shown on the Engagement Level Table.
- Advanced signs should be positioned at each approach to the proposed site where possible.
- An AWS document showing the location of the signs should be agreed by the WPM. This should be attached to the CSEP Management List on RoadZone

7.7 Advanced Signs- Standard Wording

- Summary of scheme - a description of the works that will appear on the Advanced Warning Sign. This description should give the public an idea of what the work will entail without becoming too specific or technical. For example:
 - Carriageway Resurfacing
 - Road Repair Work
 - Drainage Work
 - Footway Works
 - Safety Improvements
 - Traffic calming
 - Date
 - Duration
 - Road closed/Delays possible (as applicable)

- Access Only / No Parking (as applicable)
- Time of work on night works

7.8 Press & Radio Release

Press releases shall contain background information on the scheme, details of the type of work that is going to take place, possible effects on the public, and if required, contact names and numbers.

The resident's letter and business letter may be used as the basis of a press or radio release.

The WPM decides whether the scheme requires a press release. A press release should be considered when all major schemes are undertaken. These are issued by the media team.

7.9 Website

The SC website is used to provide a dedicated webpage outlining details of major projects or Customer Level 2 works, or to issue a road works bulletin. The internet statement contains the basic information such as date, duration and location of works, and the possible impact they may have.

The website www.roadworks.org is used to outline details of all works, such as date, duration, location and type of works and should include an attachment of the residents' letter and any other information that may be helpful to our customers. Roadworks.org is also used to show the latest information about works and should be regularly updated throughout the scheme.

7.10 Twitter

Details of Level 2 impact works will be tweeted one working day before commencement of the works on the @Shropshireroads twitter account. High level information includes:

- Road name and extents
- Type of work and traffic management
- Time and duration
- Possibly a URL link to a website entry

7.11 Notification to Councillors and elected representatives

7.12 Early Member engagement

Members will be consulted via the permitting process through the Network Coordination team. Members should be provided with a copy of the advanced letter or information pack in advance of distribution to residents and businesses.

Councillors are given as much time as possible to digest the information and ask any questions.

The following Councillors should be contacted:

- Councillor (divisions that are affected by works)
- Town/Parish/Borough/ District Councillors upon request of WPM

7.13 Notification of Changes

If during a scheme or works significant changes are made that may have an impact on the customers, then a notification letter and/or signs should be sent out to the public informing them of:

- The reasons for the changes
- The impact that they may have on the duration or method of work.
- As when determining the level of engagement, the significance of a change should be assessed upon its disruption to the public.
- Advanced warning signs may be changed to reflect the changes (The letter refer customers to the AWS boards for smaller changes to the scheme or dates).
- New letter attached to CSEP record
- Information posted on roadworks.org so that the Contact Centre can resolve any enquiries they receive concerning the scheme.

7.14 Public Meetings & Exhibitions

If a Public Meeting is necessary it should be attended by The Works Project Manager, Service Provider Manager or Supervisor and a member of the Works Communication Team. Invitations should also be sent to Councillors.

7.15 Emergency Road Closure Procedures

If an emergency road closure is required, the Control Hub should be alerted as soon as possible with the following details:

- Nature of problem
- Exact location of incident
- When was closure operational
- Traffic management and diversion details
- Estimated length of closure
- Contact details

8. Feedback

It is important that we don't just notify of upcoming works, but we also obtain opinions and feedback.

To get the quantity and range of feedback required we have developed a multi-media based approach using the following methods:

8.1 Operational performance survey (proposed)

The link to access this survey can be found on the information pack in advance of the work. We also include a reply-paid feedback card with the letter. This would measure:

- Behaviour of staff on site
- Information available before work started
- The way the work was completed
- Overall impression

8.2 Customer Service survey

The link for access to this survey is found on the 'tail' of outgoing emails from the Contact Centre or Customer Care Teams.

8.3 Via the Contact Centre

Customer feedback is continually received via the Contact Centre and Customer Care Teams. Feedback from customer, both negative and positive is reviewed at the Customer Service review.

8.4 How is the customer feedback used?

This information is used to take immediate corrective action, to collate and analyse trends and to report "Public Satisfaction"

8.5 Taking preventative and corrective action

Any feedback received that requires immediate attention is passed to the relevant Shropshire Highways supervisor for investigation. The results of this investigation are relayed to the customer and recorded.

Specific queries should be dealt with immediately. More complicated issues should initially be raised with the appropriate manager then if necessary at the appropriate meeting Data should be analysed to highlight trends or deficiencies in service.

8.6 Improving service- Corrective Action Plans

Analysis of customer feedback should be used when making policy decisions. Results can also be used locally to amend procedures. A Corrective Action Plan may be developed by the receipt of a complaint. These plans will record significant good and bad issues that have come up, resultant actions identified, and tasks issued. These plans should then be used for implementation of future schemes and used to improve the way we manage our customers.

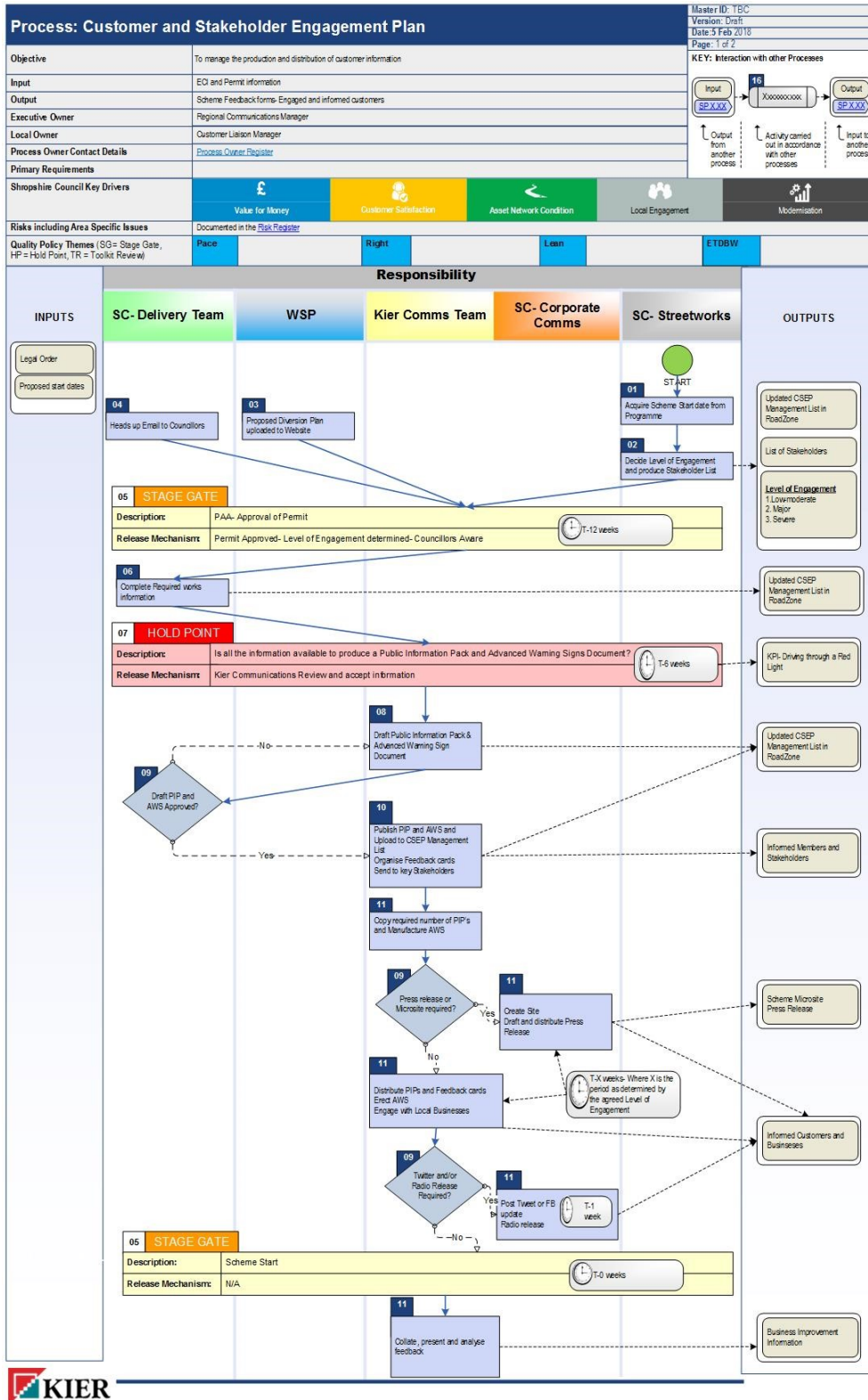
9. Review and revision of this plan

As a working document this plan needs to be reviewed and revised if

- Unworkable, impractical or unnecessary,
- If improvements can be made, or
- The plan can be streamlined in any way.

An annual review of this plan will be undertaken, considering fully all customer feedback from the previous 12 months.

10. Customer and Stakeholder Engagement – Role Activity Diagram (RAD)



11. Street Works Consultation and Communication Framework

Level of Disruption (see footnote)	Consultation/Communication				Communication			
	Members	Senior Management level (Leader of Council, Chief Executive, Portfolio Holder, Senior Managers)	Parish/Town Council and relevant business groups (BID/Chamber of Commerce)	Integrated Transport Unit & Emergency Services	Public	Site Communication	Customer Service Centre	Social Media / Website
*Low to Moderate (eg up to 1 week closure on minor road / 3 or 4 way temp signals as identified)	Notification email sent via Egin/works promoter when TTRO or temp signals approved as appropriate	Notification email sent via Egin/works promoter when TTRO or temp signals approved as appropriate	Notification email sent via Egin/works promoter when TTRO or temp signals approved as appropriate	Notification email sent via Egin/works promoter when TTRO or temp signals approved as appropriate	Letter to affected residents/businesses with contact details (standard template) at least 2 weeks prior to start of works or as appropriate	Advance warning signs on site with contact details (standard template) at least 2 weeks prior to start of works	Notification email sent via Egin/works promoter when TTRO or temp signals approved as appropriate	N/A
*Major (eg 1-2 week closure on A/B Road / 3 or 4 way temp signals as identified)	As above plus consultation email minimum of 10 weeks prior to start date of job, giving a 2 week window to reply with comments	As above	As above plus attendance at Town/Parish Council meeting on request	As above plus consultation email as soon as scoping info received from contractor / three months before start date.	As above plus face to face discussion with key stakeholders (businesses /schools etc) on request	As above plus VMS signs on request	As above plus use of dedicated page on Shropshire website and use of roadworks.org. Contact details provided by works promoter to assist with customer enquiries	As above plus dedicated page on Shropshire website with weekly updates and including link to roadworks.org & simplified plan of works & diversion route. Regular updates on Twitter and Facebook.
*Severe (eg longer than 2 week closure on A/B Road)	Consultation email minimum of 10 weeks prior to start date of job, giving a 2 week window to reply with comments, plus face to face meeting on request. Regular email updates	Initial email consultation to Senior Management prior to agreement and before consultation with other parties. Regular email updates.	Consultation email minimum of 10 weeks prior to start of job, giving a 2 week window to reply with comments, plus face to face meeting on request	Consultation email minimum of 10 weeks prior to start of job, giving a 2 week window to reply with comments, plus face to face meeting on request	As above plus public meetings, drop in sessions and appointment of dedicated Liaison Officer. Press release/advert with simplified plan.	As above plus on site drop in office and dedicated site officer	As above plus scripts and FAQs if requested. Dedicated web address. Key contact and regular updates on progress. Contact details provided by works promoter to assist with customer enquiries	As above plus videos/photos of works in progress included in weekly dedicated webpage updates. Regular updates on Twitter and Facebook.

*The decision of what level of disruption is likely per scheme would need to be with the Permit/Co-ordination Team as the task for minimising disruption lies within the Traffic Managers Statutory Network Management Duty. Key factors to consider when making this decision are: the type of road, location (eg town centre/rural), works duration, any nearby local businesses (eg school/hospital/church etc).

