



# Highways Infrastructure Asset Management Plan 2025

## Section 3 – Customer & Communication

## Document Control

Version	Description	Date	Officer	Role	Approval
1.0	Minor general updates	August 2016	DCR	Asset Management Engineer	Cabinet
1.1	Minor general updates	June 2019	DCR	Asset Management Engineer	Cabinet
2.0	Creation of Communications element of HIAMP	May 2025	AC	Asset Management Engineer	Strategic Lead for Highway Operations & Delivery

## 3. Customer & Communications

### 3.1. Introduction

There has been an increasing interest in how local government can improve both its customer focus and customer relations. A key to this is an understanding of what drives customer satisfaction, this would enable the Council to prioritise investment in service improvements based on their likely impact on customer satisfaction. However, this is a difficult task as the improvements the public have experienced in other areas of the private sector has led to rising expectations in the services the Council provides, and therefore there are major challenges in meeting those expectations. Our aim is to provide as much of a positive customer experience as possible.

For example, in 2023/24 we received 2,106 enquiries related to carriageway alone, of these:

- 316 (**15%**) directly lead to reactive works (pothole filling)
- 1,564 (**74%**) were pothole related and either not at intervention level or covered by other enquiries/active jobs
- 223 (**11%**) were requests for resurfacing (averaging **£144k** worth of resurfacing per enquiry)

Resurfacing requests totalled **£32m** only on carriageways. This is higher than the annual maintenance grant provided to ALL West Midlands Combined Authority members to be used across all asset types, not just carriageway. Therefore, a key element of good asset management practises is managing expectation.

Public facing communications will primarily be via the Council highways webpages. For some highway functions customers will be able to find works programmes for specific highway activities. However, it is recognised that current communication of highway activities can be improved to:

- Engage effectively with all stakeholders
- Gather customer intelligence so that it can be used to improve services
- Improve our relationship with key partners
- Make it easier for people to find out about what we do
- Achieve our overall organisational objectives
- Demonstrate value for money
- Provide up-to-date information about highways activities (when, where, how long)
- Provide understanding of why and how highway works need to be carried out
- Demonstrate the success and value of what we do
- Ensure people understand what we do
- Keep people better informed
- Change any negative perceptions of the highway service

The Council works hard to ensure that local people, businesses, stakeholders and partners are informed about the detail of any work on their doorstep. A range of communication tools are used to ensure people are kept informed about what is happening and when it is happening.

- Social media (Facebook / Twitter / X)
- Public exhibitions to keep people informed
- Advance warning signs for roadworks
- CitiVision – the Council's own magazine
- Regular Elected member and ward member briefings

- Partner newsletters
- Coventry City Council Website

### 3.2. Key Stakeholders

Identification of key stakeholders is essentially for effective asset management communication; it is necessary to identify not just what you are communicating but also with who. Stakeholder lists have been split into internal and external stakeholders.

#### 3.2.1. List of Stakeholders

**Table 3.1 – List of Internal Stakeholders**

<b>Internal Stakeholder(s)</b>	<b>Responsibility / influence</b>
Council / Cabinet members	Ultimate decision making
Council Leader	Decision making
Portfolio Holder	Portfolio responsibility and decision making
Chief Executive	Decision making
Deputy Executive	Decision making
Directors	Decision making
Head of Service	Decision making
Team Managers	Connections between corporate services
Asset Management Engineer	Lead delivery and implementation of Highways Asset Management
Team Members	Delivery of service
Section 151 Officer	Financial decision making
Finance Team	Financial advice / reporting
Legal Team	Legal advice / reporting
Procurement Team	Procurement Advice
Diversity & Equality Team	Diversity & Equality Advice
Planning & Growth Team	Planning permission issues
HR Team	HR Advice

**Table 3.2 – List of External Stakeholders**

<b>External Stakeholder(s)</b>
DfT (Department for Transport)
Coventry Residents
Non-resident Highway users
Business Community
Local/national media
Community forums
National Highways (previously Highways Agency and Highways England)
West Midlands Combined Authority and Transport for West Midlands
Parish councils
Software and service providers
Neighbouring authorities

### **3.3. Information Publication**

The Council publish annual performance reports covering Council services as a whole. As part of this some highways indicators are included such as:

- Condition of roads and pavements
- Information of additional funding received
- Lengths/amounts of works undertaken

In addition to this to ensure both ease of update and transparency of figures annual asset performance reports are produced as part of the HIAMP. More information can be found in section 6 of the HIAMP (Performance Monitoring and Strategic Objectives).

#### **3.3.1. Freedom of Information (FOI) requests**

Where FOI requests for similar subjects recur, the aim is to produce these are readily available frequently available datasets. This has the advantage of both time saved by The Council and quicker access to data for requestors.

#### **3.3.2. Other recurring queries**

Other queries and recurring requests are also considered for information publication or even clarifying of existing data provided. A prime example on this is the process of prioritising planned maintenance (for example resurfacing). The current revision of the HIAMP has separated this into its own section with clear, detailed information on how we select works to be undertaken. This is present in section 7 of the HIAMP (Forward Works Programme and Prioritisation).

### **3.4. Communications Channels and Processes**

The council recognises the diverse needs across different stakeholder groups and aspire to provide data and information in formats that are relevant to need.

#### **3.4.1. Online – Council Website**

The Council website (<https://www.coventry.gov.uk/>) contains a large variety of information relating to highways and transportation in general within the City. These include (but are not limited to):

- Gritting and Winter Service
- Regulation and Enforcement
- Street lighting and traffic signals

- Roadwork information
- Highways Asset Management
- Road safety

#### **3.4.2. Reporting of Issues**

Stakeholders can report issues online through the website or over the phone. Highway issues are logged in our asset management system and safety inspectors are assigned to investigate and raise works orders where necessary. An emergency out-of-hours service is also available.

#### **3.4.3. Collecting Feedback**

The Council collect feedback in a variety of formats, each webpage has a feedback option at the bottom of the page to collect stakeholder feedback and improvements are implemented when necessary.

We also take part in the annual NHT (National Highways & Transportation Network) customer satisfaction survey. A selection of residents are sent a questionnaire regarding satisfaction with transportation in Coventry with topics including accessibility, condition, public transport amongst others.

This data is processed annually to see how we are performing against national and regional averages, more information on how we use this data is available in section 6 of the HIAMP (Performance Monitoring and Strategic Objectives).

Feedback on this document and the wider HIAMP can be provided to:

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