Highways Engagement and Liaison Strategy

2025 - 2029

Lincolnshire
COUNTY COUNCIL
Working for a better future

Table of Contents

Version Control

Version	Date	Change	Author
0.1	20/10/25	Final version following scrutiny	EK

1.   Foreword

Lincolnshire's highway network is one of the county's most important public services. It enables economic activity, ensures access to essential services and connects communities across a large and varied geography.

Managing this extensive highway network is a complex task, with limited budgets, rising costs, and approximately 9000km of carriageway to maintain, we must make difficult choices every day about where and when to invest our resources.

We understand that people care deeply about the roads and footways in their communities, and that priorities can differ throughout our diverse county, from our market towns to city centres, to coastal communities and rural villages.

Whether it's reporting and tracking issues through our reporting app FixMyStreet or accessing information about future improvement schemes via our website, we want to ensure that people across Lincolnshire have the ability to self-serve at a time convenient to them.

We understand the importance of ensuring our communications are relevant to and inclusive of the needs of our communities, particularly as we embrace new digital tools and ways of working.

This strategy reaffirms our commitment to communicating clearly and proactively about what we do, how we do it and making sure our customers are informed in ways that are timely, transparent and accessible.

Councillor Michael Cheyne
Executive Member for Highways and Transport

Andy Gutherson
Executive Director Place

Karen Cassar
Assistant Director Highways

2.   Executive Summary

Lincolnshire's highway network connects communities, is an enabler for economic growth and ensures the delivery of vital services. As the local Highway Authority, Lincolnshire County Council recognises that timely, transparent and meaningful engagement with stakeholders is crucial to delivering an effective, efficient and value for money highways service.

This Highways Engagement and Liaison Strategy outlines our commitment to building strong, trusted relationships with the individuals, communities and organisations we serve. It provides a clear framework for how we engage with a wide range of stakeholders day-to-day and throughout highway initiatives.

This strategy aligns with the core vision and values of the Council, supporting the delivery of the Corporate Plan alongside highways specific policies, strategies and plans. Through implementation of this strategy, we aim to enhance public trust and understanding, improve our communications, increase engagement and improve the quality of highway services by ensuring meaningful engagement is embedded into our ways of working.

3.   Introduction

Lincolnshire County Council (LCC) is responsible for managing one of the largest local authority highways networks in the country. We recognise that our highways service plays a fundamental role in supporting daily life across our rural and urban communities, connecting people, supporting economic growth and enabling the delivery of vital public services.

While the importance of the highway network is clear, the council faces challenges to balance competing service priorities whilst managing budgetary pressures and resource constraints. Aging roads and extreme weather events such as flooding, extreme heat and drought, provide additional challenges that the highway service must address to maintain a safe and serviceable highway network.

At the same time, stakeholders have expectations on what work should be undertaken, particularly in relation to visible defects such as potholes, which have a direct impact on their day-to-day life. To address these challenges, the highway service applies an asset management approach to prioritise and programme work based on risk, to help ensure efficient use of our resources whilst delivering value to our communities.

The purpose of this Highways Engagement and Liaison Strategy is to outline how we will engage with and listen to our stakeholders in a structured, transparent and inclusive way. It provides a framework for how we communicate, consult and collaborate with the individuals and organisations who rely on or are impacted by the highways network.

Engagement is not only good practice, but a key enabler of positive outcomes however, without clear direction there can be many challenges that affect success. The Local Government Association (LGA) advocates the importance of effective engagement and how it can help local authorities to overcome challenges. Through engagement we can manage expectations, build trust, reduce conflict and increase satisfaction with the service.

Aligned with the core values and statutory obligations of the Council, this strategy supports existing plans and policies, including the Corporate Plan, Customer Strategy and the Highway Infrastructure Asset Management Strategy and Highways Infrastructure Asset Management Plan (HIAMP).

The aims and objectives outlined will guide our approach from 2025 – 2029 and will be reviewed annually to ensure they maintain their relevance.

4.   Strategic Alignment

4.1. Council Vision and Values

The vision of Lincolnshire County Council is 'working for a better future' which is underpinned by ambitions to ensure that Lincolnshire has high aspirations, the opportunity to enjoy life to the full, thriving environments and good value council services.

Alongside these are five core values that guide how we work, how we interact with others and how we make decisions.

COLLABORATIVE | ADAPTABLE | RESPONSIBLE | ECO-CONSCIOUS | SUPPORTIVE

4.2. Our Values in Action

The approach to highway engagement and liaison is supported by the council's core values and shapes how we communicate, listen and act on what we learn.

Value	Strategic Link
Collaborative	We work with a variety of stakeholders to deliver joined-up solutions and achieve thriving environments. The Lincolnshire Highways partnership aims to set a shared commitment to minimise disruption, improve safety, strengthen public communication, and establish a culture of collaboration, transparency and shared responsibility in the planning and delivery of highways activity.
Adaptable	We respond to changing needs, whether that's urgent local issues, extreme weather, or emerging digital technologies. We aspire to continuously improve how we communicate and engage from refining our online tools to evolving how we report and act on feedback, ensuring we listen to the needs of our stakeholders.
Responsible	We are accountable for delivering clear, timely and transparent information about highways works, priorities and outcomes. We use public feedback and enquiry data intelligently to inform how and where to invest, aligning with our asset management responsibilities and ensuring good value council services.
Eco-Conscious	Where it makes commercial sense and within the limits of our budget, we make decisions that strive to maximise the longevity of our assets while seeking to reduce waste and ensure efficient use of physical and financial resources.
Supportive	We listen with empathy and respect, recognising the impact that highway issues have on daily life and the importance of engagement in helping ensure Lincolnshire residents can enjoy life to the full. We ensure information is accessible to all and offer support through various channels including self-service platforms, so that our engagement is tailored to the diverse needs of Lincolnshire.

5. Strategy Aim and Objectives

5.1. Strategy Aim

The aim of this strategy is to ensure we provide timely, transparent and accessible information about our highway service, and create opportunities for proactive stakeholder engagement.

By embedding meaningful engagement into our ways of working, we aim to enhance stakeholder participation, satisfaction and understanding, while supporting continuous improvement in the quality of our highway services.

5.2. Strategy Objectives

Objective 1: Provide comprehensive service information and resources, and improve stakeholder awareness of their availability to drive interaction with self-service channels

Effective self-service relies on the availability of relevant and accessible information. Despite the availability of digital platforms such as one.network[*] and FixMyStreet (FMS)[**], and information on the LCC website, many members of the public remain unaware of where to find accurate information and timely updates. By improving public awareness and engagement with these resources, we aim to enhance transparency and enable residents to self-serve.

By March 2026, we will complete an audit of all public-facing highways information on the LCC website. Following this we will deliver identified improvements and undertake quarterly reviews to ensure quality and accessibility are maintained. We will seek to raise public awareness of service information and resources through targeted stakeholder communication and will measure performance using website analytics data including unique visitor numbers for key website pages. Data from 2024/25 will provide a baseline from which we aim to achieve an annual increase in unique website visitors.

How we will achieve this:

- Audit the availability, quality, consistency and accessibility of all public-facing highways information on our website to identify any information gaps or areas for improvement by March 2026.
- Implement improvements where necessary to better enable stakeholders to self-serve, and undertake quarterly reviews, including quality checks to ensure our highways content is comprehensive and meets accessibility standards.
- Ensure stakeholders have access to relevant information about highways services, including policies, planned works and self-service tools via the council's website.
- Regularly update service delivery information so stakeholders remain informed of current priorities and any changes.
- Undertake quarterly reviews with relevant stakeholders to maintain availability, quality and accessibility of information.
- Promote the availability of information and self-service tools through the highway's newsletter and targeted other stakeholder communications.
- Increase visibility at public events to promote information sources and gather feedback on how to further improve awareness.

---

[*] one.network is a live roadworks map providing real-time information on planned and ongoing works, closures, and diversions on the highways network.

[**] FixMyStreet is a front facing fault reporting platform that allows stakeholders to report and receive updates on issues on the highway network.

- Increase the use of social media channels to engage a wider audience.

Objective 2: Increase the volume of stakeholder feedback on the highways service

We value input from our stakeholders, and by offering opportunities to provide feedback we demonstrate our commitment to listen and learn from their local insight. Additionally, the more feedback we collate from stakeholders, the better placed we will be to identify trends that will help inform service delivery. We currently collate stakeholder feedback through National Highways and Transport Network (NHT) surveys and have identified FMS as a channel that can be used to increase the volume of feedback we collect.

We will continue to actively seek stakeholder feedback through NHT surveys and by April 2026 we will implement a post-completion survey through FMS. Performance will be measured by volume of feedback and the percentage of positive feedback with an aim to achieve an annual improvement across both measures.

How we will achieve this:

- Actively promote NHT surveys to encourage completion and increase responses. This includes a commissioned survey that goes out to all county councillors as well as parish, town and district councils and a public survey that goes to a random sample of Lincolnshire residents.
- Pilot and implement a post-completion survey embedded into FMS communication to assess customer satisfaction and identify improvement opportunities.

Objective 3: Continue to develop and promote FixMyStreet

Ensuring the platform, we use deliver a user-friendly experience, is crucial for enabling stakeholder engagement. By continuing to develop and promote the FMS platform we ensure it provides quality information, integrates with our internal asset management system to support delivery and demonstrates our commitment to continuous improvement and enhancing stakeholder experience.

We will continue to maintain a prioritised pipeline of enhancements. Performance will be measured through the number of unique users actively using FMS and the percentage of positive feedback received through the post-completion survey. Data collected during 2025/26 will provide a baseline from which we aim to achieve an annual improvement of both measures.

How we will achieve this:

- Progress a pipeline of FMS improvements to improve customer experience, enhance the quality of reports and visibility of planned works, and maintain efficient integration with our asset management system.
- Promote FMS through planned communication activities.

- Review existing template responses to ensure customer communication is comprehensive and suitable for the situation.
- Collect stakeholder satisfaction data through the post-completion survey.

Objective 4: Deliver targeted stakeholder engagement and communications activity to foster meaningful stakeholder interaction

Local representatives, including Parish and Town Councils, ward councillors and community representatives are often the first line of contact for residents. Effective engagement with these stakeholders is essential to ensure they are well informed and to help enable the effective dissemination of information to wider stakeholders and across all communities. We are keen to engage more with local representatives and will seek to increase the presence of highway officers at relevant local events where possible. We hope this will help us to proactively engage on local issues and reduce the volume of enquiries we receive as a service.

From April 2026, we will deliver a programme of targeted engagement and communications activity. This will include increasing the presence of highways officers at relevant local events and at least two digital campaigns per year aligned to major projects or seasonal priorities. Performance will be measured through campaign reach including social media impressions, open rates of emails and newsletters and qualitative feedback following attendance.

How we will achieve this:

- Conduct stakeholder mapping and analysis to identify the communication needs of these stakeholders that will inform tailored plans.
- Create a calendar of engagement activity tied to major projects, seasons (e.g. winter maintenance), and known public concerns.
- Design campaigns and messaging to suit our stakeholder groups, with audience specific content to ensure the relevant of information shared.
- Monitor and evaluate communication methods to ensure they reach the right audience in the right way.

Objective 5: Increase transparency of service outcomes through publication of an annual Engagement Impact Report

Reporting outcomes of engagement activity helps to demonstrate how feedback has influenced highways service delivery and decision-making, reinforcing accountability and transparency.

In Q2 2026/27 we will publish the first annual Engagement Impact Report that summarises engagement activity, highlighting key themes identified from feedback and highlighting any changes made as a result.

How we will achieve this:

- Collect data on engagement activity throughout the year including qualitative data from survey feedback and public consultations, as well as quantitative data on enquiry volume and response times from FMS and Confirm systems.
- Develop a standard reporting framework for consistency that will enable annual measurement of performance.
- Present the report to the Highways and Transport Scrutiny Committee as part of annual governance and promote the report through the LCC website, member briefings, social media and targeted email campaigns.

6.   Our Stakeholders

Outputs from the highway service affect every person in Lincolnshire, whether they are travelling to work, accessing education or public services, operating a business or simply going about daily life. We recognise that engagement with a wide range of stakeholders is a core part of delivering a highways service that meets the needs of its users.

Effective engagement and liaison are underpinned by a clear understanding of the diverse needs, expectations and responsibilities of stakeholders. This understanding enables us to communicate, consult and collaborate in a meaningful way. To help focus our approach, we have categorised our stakeholders into two main groups: internal and external.

6.1. Internal Stakeholders

These are individuals or teams within LCC and our contracted delivery partners who contribute to the planning, delivery, oversight or support of the highway service.

Key internal stakeholders include:

- The executive.
- County councillors who are democratically elected to represent the public and local priorities.
- LCC staff within the Place directorate and other teams from across the organisation who provide support and capacity such as Corporate Services and Business Support.
- The Customer Service Centre (CSC) who handle public enquiries and complaints via calls and emails.

6.2. External Stakeholders

Alongside our internal stakeholders, there are wider stakeholders who are affected by or interact with our highway service. These include:

- Lincolnshire residents and road users who use our highway network in their daily lives.
- Delivery contractors and supply chain partners that we work with to plan, coordinate or deliver highway related activity.

- Utility providers working on the highway (e.g. water, gas, electricity, telecoms).
- Parish, town, district and city councils and councillors.
- Emergency services who rely on network access to respond to incidents.
- Other public sector agencies and local authorities.
- Transport providers.
- Local businesses and community organisations.
- Local and national media.
- Visitors and road users from outside the county.

We are committed to working in partnership to uphold the shared goal of delivering an effective, reliable and resilient highway network that supports Lincolnshire's economy and its community's wellbeing. By recognising the distinct and overlapping needs of our stakeholders, we can better tailor engagement activity to ensure all stakeholders are actively informed.

7. Engagement Approach

This section outlines how we will deliver engagement in a way that is meaningful for our stakeholders and aligned with wider strategic goals.

7.1. Engagement Principles

Our engagement approach is guided by the following principles:

- **Transparency**: We will provide clear, accurate and accessible information and honest rationale for our decisions.
- **Timeliness**: We will strive to share information in a timely manner and engage early where possible.
- **Inclusion**: We will make engagement and communication activities accessible to all, being mindful of digitally excluded communities across our rural county, as well as how the demographic of our stakeholders might influence interaction.
- **Efficiency**: We will use digital tools and self-service platforms to provide information and to facilitate efficient engagement with stakeholders.
- **Continuous Improvement**: We will strive to achieve continuous improvement and will consider how emerging technologies such as predictive analysis and Artificial Intelligence (AI) can be used to adapt to our approach.

7.2. Why We Communicate

We recognise that external stakeholders have a right to:

- Access clear, timely and relevant information about the highway service.
- Understand what work is happening, when and why.
- Provide feedback, raise concerns and have their voices heard.

- Use digital tools to self-serve, report issues and access updates.

We communicate with stakeholders to:

- Build trust and understanding.
- Support self-service.
- Encourage engagement and improve satisfaction.
- Coordinate works to minimise disruption and maximise efficiency.
- Share insight and data to support smarter joint planning.
- Respond to emergencies and unforeseen events.
- Uphold shared standards, such as those agreed under the Lincolnshire Street Works Charter.
- Align highway works planning with corporate strategy and customer needs.

7.3. What We Communicate

Our communications cover:

- **Highway Works**: Road closures, diversions, maintenance schedules, strategic infrastructure schemes, progress on reported faults.
- **Service Priorities and Decisions**: Rationale for scheme prioritisation, funding allocation and asset management approaches**.**
- **Opportunities for Involvement**: How stakeholders can get involved with engagement activity and other opportunities for them to provide feedback.
- **Performance and Outcomes:** Information on completed works and schemes, evidence of our performance and how feedback has informed planning and service improvements.

7.4. How We Communicate

We structure our communication around two levels of engagement:

- **Inform:** providing information and updates.
- **Engage:** actively seeking feedback and encouraging participation.

To deliver our communications we use a range of formal and informal channels to reach diverse audiences:

Channel	Primary Purpose	Intended Audience	Engagement Level
FixMyStreet (FMS)	Online fault reporting platform facilitating two-way communication on defects, status updates, and resolution feedback	Customers	Engage

one.network	Live roadworks map providing real-time information on planned/ongoing works, closures, and diversions	Customers and Wider Stakeholders	Inform
Highways Improvements Power BI Dashboard	Visual dashboard showing planned and completed works, providing transparency on strategic schemes, investment priorities and works delivery	Customers and Wider Stakeholders	Inform
Councillor Highways SharePoint Portal	Weekly reports providing direct updates to Members on planned/completed works for their area	Elected Members	Inform
LCC Website (Roads and Transport Pages)	Static and dynamic web content providing general service information, self-service access, forward programmes, major projects, seasonal updates, and access to documents such as policies, plans, and strategies	Customers and Wider Stakeholders	Inform
LCC Intranet (SharePoint)	Static and dynamic content providing general service information to the whole organisation and specific content for relevant service areas or project groups	Wider Stakeholders	Inform
Customer Service Centre (CSC)	Customers can contact the CSC to speak to specialist highways experts to report issues or seek updates/further information on works	Customers	Inform / Engage
Let's Talk Lincolnshire	Online engagement platform enabling public consultation and idea collection on key highways topics	Customers	Engage
Facebook, Instagram, X, LinkedIn	Real-time updates, campaign promotion, reach wider audience through social media posts	Customers and Wider Stakeholders	Inform / Engage

Email	Tailored internal and external emails, newsletters and news releases delivering information or updates on highways-related topics or campaigns.	Customers and Wider Stakeholders	Inform
Internal Meetings and Committees	Sharing of reports and performance data.	Customers and Wider Stakeholders	Inform / Engage
Public Events (e.g., Lincolnshire Show, LALC, parish meetings)	In person outreach to build relationships, share updates, promote service awareness, gather insight/ feedback	Customers and Wider Stakeholders	Inform / Engage
Surveys (e.g., FMS follow-ups, NHT, parish surveys)	Targeted surveys to gather customer satisfaction and insight	Customers and Wider Stakeholders	Engage
Local and National Media (e.g., press releases, media briefings, TV, and radio interviews)	Digital and print based media to provide information on key events or programmes of work	Customers and Wider Stakeholders	Inform
Signage	The use of temporary signage during and in advance of highways works to inform stakeholders	Customers and Wider Stakeholders	Inform

8.   Performance Monitoring

To ensure this strategy delvers successful outcomes, we will monitor our performance using a range of quantitative and qualitative performance measures to understand the impacts of our communication and engagement activity.

8.1. What We Measure

Measure	Description and Purpose	Source / Method
Customer Satisfaction	Feedback on customer experience to understand how customers perceive our performance.	CSC end of call survey, FMS end of job survey.
Local Council Feedback	Survey to gather direct feedback and gain greater insight into local views.	A commissioned NHT survey that goes out to all parish, town, and district councils.
Engagement Reach	Volume and performance of our engagement activity to	Social media and website analytics, survey

	assess whether our messaging is reaching diverse audiences.	participation, event attendance, newsletter click through rates.
NHT Survey Results	National benchmark data on customer satisfaction with the highways service compared to other authorities to compare performance year on year.	Public NHT survey that goes to a random sample of residents. *This is measured through an alliance KPI.*
Media Coverage	Quarterly report by LCC's communications team on the level of positive, negative, or neutral news stories about the service.	Communications team quarterly media review of media coverage. *This is measured through an alliance KPI.*
Enquiry Data	Volume and type of reports, response times and resolution rates.	Data from the CSC, Confirm and FMS. *Response times are measured through a client PI.*
Complaints Data	Analysis of complaints received in relation to the highways service.	Complaints entering formal complaints process. Measured through our quarterly and annual highways complaints report.

9.   Reporting and Review

We are committed to ensuring our performance monitoring translates into actionable insights and visible accountability. Our governance and review approach includes:

- **Annual Engagement Impact Report**: We will publish an Annual Engagement Impact Report summarising activity, feedback themes, lessons learned, and actions taken.
- **Scrutiny and Oversight**: We will continue to report our performance to the Highway and Transport Scrutiny Committee on a quarterly basis.
- **Continuous Improvement**: We will use insight gained through engagement to shape future communication activity and prioritise improvements to the information we share and digital tools we use.
- **Strategy Review**: This strategy outlines our aims and objectives for 2025 - 2029 and will be reviewed annually to maintain its relevance.