

Highways England Schedule C - Specification

STAFF MAGAZINE- "HIGHWAY"

STAFF MAGAZINE- "Highway"	1
1 Context.....	2
2 INTRODUCTION.....	6
3 SCOPE OF THE REQUIREMENT	13
4 MANDATORY SERVICE REQUIREMENTS:	15
5. MANDATORY REQUIREMENTS: SUPPLIER ACCREDITATION, SECURITY AND STANDARDS.....	20
6. MANDATORY REQUIREMENTS: SUPPLIER PERSONNEL.....	22
7. MANDATORY REQUIREMENTS: THE CLIENT CONTRACT MANAGEMENT AND MANAGEMENT INFORMATION	24
List of Annexes to the Specification	29

1 CONTEXT

- 1.1 Highways England is a public sector company, owned by the Government. The primary role of Highways England is to operate and improve the motorways and major A roads in England.
- 1.2 Highways England employs approximately 6,000 employees, based across England, in a range of locations. These include:
 - 19 offices,
 - 1 National Traffic Operations Centre in Quinton, West Midlands that manages customer queries,
 - 74 outstations across the network, operated by our Traffic Officers, and
 - 7 regional customer contact centres, managing the network, supporting traffic officers.
- 1.3 There are also further operation locations spread nationally as well as numerous ongoing road construction and maintenance projects associated with Highways England's core focus.
- 1.4 These locations will be relevant to the Supplier because they will require an understanding of the Highways England business and employees, and they will from time to time be required to attend these locations to progress the development of content for the magazine.
- 1.5 Our internal communications strategy sets out how we will help colleagues understand what is happening across Highways England, where we are heading as a business and support our business in delivering its strategic outcomes.
- 1.6 The underlying principles of the Internal Communication strategy are:
 - ☐ Consistency in messaging
 - ☐ Clear purpose for each channel
 - ☐ Reduce duplication (and channels)
 - ☐ Build in two-way capability
 - ☐ Manager reference library
 - ☐ Measure outcomes, not outputs
 - ☐ Less one size fits all ... more targeting

Staff Magazine – “Highway”

- 1.7 In October 2015, Highways England's executive committee agreed to procure an external Supplier to produce a staff magazine.
- 1.8 The original scope for Highway magazine was that it should be a magazine that visitors and partners should pick up, and view us as an industry leader through our staff magazine. In the last year, in line with the findings of the 2018 internal communications audit and the subsequent Highways England internal communication strategy, the magazine has been given a tighter focus.
- 1.9 Highway magazine now focuses, not on the details of our work but on the people who make things happen, who spend much of their lives here.
- 1.10 The magazine increasingly represents the culture, the diversity and our environment.

Content is driven by colleagues tell our story through their experiences, about how their roles support our exciting projects, the lives they have impacted and what we can all do to achieve more.

- 1.11 Highway focuses on achievements and contributions to our business, HR related content, corporate training and people related project launches or news. News, events and topics are only included when they directly affect staff. It has a more informal tone which is 'upbeat'. Examples of the current staff magazine articles, from the existing publication which is called "Highway" are provided in Annex 6, for context and for your information.
- 1.12 These examples identify some of what Highways England considers to be appropriately engaging content.

Opportunity

- 1.13 The current external Supplier contract is coming to an end in 2020.
- 1.14 We do not have the resources in-house to produce, print and distribute a regular, high-quality magazine. We are therefore procuring an external Supplier to produce the work for us – managed and overseen by an internal Managing Editor and editorial board.
- 1.15 This means we would be purchasing expertise at producing engaging, outcome focused staff magazines, with access to high-quality, creative editorial and photography.
- 1.16 The Supplier will have the opportunity and will be expected to be proactive in the following ways:
 - Forming a deep understanding of Highways England's business and people, and perpetually generating ideas for interesting and engaging magazine articles
 - Pitching and following through on new ideas and formats
 - Developing a sufficient "bank" of articles for future editions to ensure a ready supply of content / copy.
 - Understanding the complement of Highways England's various internal channels to help build readership of and engagement with the magazine

Forward Plan

- 1.17 In line with our environmental strategy as well as the internal communication strategy, we want to stop print production and move to a digital format which includes video content, photo galleries, scalability; all of which to ensure the magazine is accessible across devices.
- 1.18 Please note: The scope is for a distinct digital magazine format, to be published quarterly.
Highways England does require segways into other live channels of debate and communication but these are very secondary to the requirement for a quarterly publication. Please refer to IC strategy (Annex 9) which identifies some for the Core channels, there are also channels to support Leadership communication including Manager Zone, Chief Exec teleconferences and leadership conferences in the regions for senior leadership. Plus ad hoc campaigns using other channels and collateral as required.

Highways England Staff Magazine (2020 - 2022)
Schedule C - Specification

- 1.19 The anticipated readership will include the Highways England employees, which are expected to average around 6,000 in number over the next period.
- 1.20 Highways England also requires to retain the ability to be able to (by itself) print on demand, to be able to disseminate copies to locations when and if required, and to future proof the technology behind the magazine for a number of years.
- 1.21 The digital format will allow Highways England to measure the impact of our internal communication activity through qualitative and quantitative metrics.

Requirements

- 1.22 Given the upbeat and people focused tone of the magazine, as introduced above, there is a requirement for a strong creative team who can coordinate and complement the Highways England Communications team, and really get to know how Highways England functions.
- 1.23 The Supplier will be required to develop a comprehensive understanding of the work of Highways England and work in partnership to continuously improve the content of the magazine and to pitch and develop both features and copy, able to both spark and follow through to implement their ideas. Highways England will welcome questions from the Supplier which commence "Have you thought of.....?"
- 1.24 The successful Supplier will have a proven track record of producing high-quality, relevant staff magazines, preferably within the transport sector, and within agreed budgets.
- 1.25 The Supplier will work to Highway's England brand and style guides.
- 1.26 The end-product will equally benefit staff, whom this magazine is squarely aimed at, and the overall business in terms of clear communications of our business journey. This will be measured through direct evaluation of the channel, supported by indirect measures of staff engagement and understanding.
- 1.27 The Client will expect any successful Supplier to adhere to the necessary legal requirements of health and safety in all aspects of production, including delivery.
- 1.28 The Supplier should be actively seeking, throughout the whole of the duration of the agreement, to:
- Drive up readership metrics
 - Ensure the availability of the magazine across all device types
 - Work closely with the Highways England Communications team, regularly attending team meetings and liaising to form a deep understanding of the organisation
 - Listen and learn to what is going on and what is coming up at Highways England
 - Take part in and lead content planning exercises
 - Deliver statistical appraisal of which sections and features are most and least frequently read to inform future improvements
 - Come up with and put forward new ideas
 - Seek wider external industry recognition for the quality and impact of the magazine, e.g. through recognised awards (for example: Chartered Institute of Public Relations, International Association of Business Communicators, etc.)
- 1.29 The Supplier should play an integral role to:

Highways England Staff Magazine (2020 - 2022)
Schedule C - Specification

- Progress and develop the magazine
- Plan future editions well in advance
- Publicise each new edition of the magazine

1.30 The Supplier's approach should:

- Be proactive
- Be creative and inquisitive
- Be driven
- Be transparent

2 INTRODUCTION

- 2.1 The duration of the contract for Staff Magazine is two (2) years with the option to extend the initial period for up to an additional (2) years, in one (1) year increments.
- 2.2 The Supplier shall provide all aspects of the requirements for Staff Magazine Services as set out in this Specification.
- 2.3 This Specification should be read in conjunction with the Form of Agreement, Schedule A (Conditions of Contract), Schedule B (Contract Information), Schedule D (Tender Commitments), Schedule E (Performance), Schedule F (Pricing Schedule), Schedule G (Mandatory Policies), Schedule H (Commercially Sensitive Information) and all Annexes thereto.
- 2.4 All capitalised terms used in this Specification and not otherwise defined in this document shall have the meanings assigned to them in Schedule A (Conditions of Contract).

2.5 Objectives

Highway magazine is about staff and for staff. In line with the findings of the 2018 internal communications audit and the subsequent Highways England internal communication strategy, its objectives are to:

- focus, not on the details of our work but on the people who make things happen, who spend much of their lives here.
- represents the culture, the diversity and our environment, highlighting our ambition for colleagues to bring their whole selves to work.
- ensure content is driven by colleagues telling our story through their experiences, about how their roles support our exciting projects, the lives they have impacted and what we can all do to achieve more.
- tell the story behind processes, governance etc. through the people behind the activity rather than the activity itself. News, events and topics are only included when they directly affect staff. It has a more informal tone which is 'upbeat'.
- bring alive operational and delivery news in our regions through stories of colleagues.

As such, "Highway" magazine aligns with our internal communications strategy which sets out how we will help colleagues understand what is happening across Highways England, where we are heading as a business and support our business in delivering its strategic outcomes.

2.6 The underlying principles of the Internal Communication strategy are:

- Consistency in messaging
- Clear purpose for each channel
- Reduce duplication (and channels)
- Build in two-way capability
- Manager reference library
- Measure outcomes, not outputs

Highways England Staff Magazine (2020 - 2022)
Schedule C - Specification

- Less one size fits all ... more targeting

The Internal Communications Strategy is provided in Annex 9 for context.

2.7 Targets

Highways England's ambition is that the Supplier shall strive to achieve and exceed the following targets during the agreement to support Highways England with meeting its objectives for the magazine.

Highways England Staff Magazine (2020 - 2022)
Schedule C - Specification

		Objective	Target (measure)		
			Year one	Year two	Year three
Highway magazine	KNOW	Employees recognise Highway magazine as a corporate internal communication channel that shares people-focused stories.	40% of employees recall reading a feature from Highway magazine (IC Audit 2 TBC)	75% of employees recall reading a feature from Highway magazine (IC Audit 2 TBC)	90% of employees recall reading a feature from Highway magazine (IC Audit 2 TBC)
		Employees know how to access Highway magazine.	60% of employees select link included within email (Email click rate measurement - Poppulo)	70% of employees select link included within email (Email click rate measurement - Poppulo)	80% of employees select link included within email (Email click rate measurement - Poppulo)
		Employees know how to contribute to Highway magazine.	16 stories submitted for Highway magazine (IC Highways magazine story bank)	30 stories submitted for Highway magazine (IC Highways magazine story bank)	50 stories submitted for Highway magazine (IC Highways magazine story bank)
	FEEL	Employees believe that the organisation recognises and celebrates colleagues.	50% of employees recall believing that the organisation recognises and celebrates colleagues (Employee engagement survey TBC)	60% of employees recall believing that the organisation recognises and celebrates colleagues (Employee engagement survey TBC)	65% of employees recall believing that the organisation recognises and celebrates colleagues (Employee engagement survey TBC)
		Employees feel confident sharing personal stories.	10 comments on features that include personal stories and experiences (analytics from digital magazine)	25 comments on features that include personal stories and experiences (analytics from digital magazine)	50 comments on features that include personal stories and experiences (analytics from digital magazine)
		Employees feel inspired by the stories they read about their colleagues.	100 'likes' / social engagement on digital magazine (analytics from digital magazine)	150 'likes' / social engagement on digital magazine (analytics from digital magazine)	200 'likes' / social engagement on digital magazine (analytics from digital magazine)
	DO	Employees read Highway magazine.	50% of employees visit every page of Highway magazine (analytics from digital magazine)	60% of employees visit every page of Highway magazine (analytics from digital magazine)	70% of employees visit every page of Highway magazine (analytics from digital magazine)
		Employees use engagement features in Highway magazine.	10% of employees comment on features (analytics from digital magazine)	20% of employees comment on features (analytics from digital magazine)	30% of employees comment on features (analytics from digital magazine)
		Employees contribute to Highway magazine.			

2.8 Performance Measures and Service Levels

Schedule E (Performance) sets out Key Performance Indicators and Service Levels which the Supplier shall be measured against throughout the term of the Agreement.

2.9 Target Audience

Highways England's 6000 employees are broadly split into the following categories:

- Approximately 50% are office based
- Approximately 50% are based remotely, either working on project schemes or based in the field
- Employees include such diverse roles as; civil engineers, traffic officers, a wide range of professional, clerical and general office-based staff including support roles, at all grades up to executive level. As such, the target audience of the magazine could be said to represent the whole spectrum of the wider population in general, and so it should therefore not be too technical in its focus, but rather reflect the wide range of possible interests of the readership.

As a result, the method that they will use to access the digital magazine will vary widely, and as such the IT Non-Functional Requirements must be adhered to, to ensure that all staff can access the magazine at all times.

The magazine is required to be produced in accordance with Highways England's guidelines, which include the annexed "Our Tone of Voice" and "Our Visual Identity".

Please refer to Annex 2 which provides a list of the types of role holders who make up the Highways England employee base. Individual personas have not specifically been created for this tender exercise.

2.10 Strategy

Highways England expects that the Supplier will develop an edition copy process, which it shall adhere to for each quarterly edition.

This process is to include:

- Key persons, including roles and responsibilities and a resource plan, including continuity throughout the year including during periods of leave
- Identify any collaboration tools or software to be used
- Approach to embedding an understanding of and an emotional connection with; Highways England's business, and what makes its employees proud to work there
- Annual planning for future editions and themed content progression
- Edition planning meetings
- Key milestones
- Expected input required from Highways England communications team, and when
- Detailed task schedules
- Editorial process - this is to be a dynamic and agile approach, rather than a waterfall approach.
- Content / copy freeze date
- Flat Plan
- Digital production process
- Trials

- Publication dates

NB. As part of the tender, the Supplier will propose their detailed strategy.

The Supplier will be expected to take a leading role in driving this process, which will have a direct impact on the success of the magazine and the ability to deliver the outcomes expected.

Reminder, Highways England is seeking:

- new ideas
- best practice approaches
- increased uptake / readership
- ideas as to how to encourage people to read and engage

2.11 Implementation Requirements

In addition to the specific Service Implementation requirements set out at 4.7, during the first 3 months after appointment the Supplier shall:

- Provide the first edition in the digital format, setting up, formatting and testing all required digital infrastructure to support and distribute the publication.
- Produce the first edition of the magazine for publication in early December 2020, based generally on the current content make-up, and the Supplier shall put forward, within the first 30 days following the Contract Date, their suggestions and proposals for alternate content concepts, which Highways England shall consider for inclusion.
- Take part in an “Introductory Scope Meeting”, to agree the overall content of the first edition.
- Provide their detailed strategy and plan for promotion of the first edition of the magazine to achieve the penetration required.
- Engage directly and fully to understand the Highways England directorate plans and strategies, to guide content.
- Get to know Highways England, producing a plan of proposed content and articles for agreement, for the first 4 editions
- Create a bank of articles to utilise for future editions of the magazine.
- Attend regular fortnightly meetings to review progress
- Undertake project management of all aspects of the digital design and delivery of the magazine
- Set up and commence all account management activities
- Appoint their Key Project Manager to be the key point of contact for Highways England, clearly setting out all communications channels and forward plan to ensure a consistent access for the Highways England Internal Communications team
- Provide Highways England with ready access to the Suppliers team, including at least the following functional roles:
 - editor,
 - designer,
 - digital/social media specialist (if applicable)
 - photographer and

- Key Project manager
- Provide key metrics associated with the levels of readership of the first edition of the magazine, recording progress against the targets identified above (for year one)

For clarity, Highways England will assume the role of Managing Editor of each edition of the magazine.

2.12 During the months 4-36 after appointment the Supplier shall:

- Provide all future editions of the magazine on a quarterly basis on a publication schedule to be agreed with Highways England, in good time so that the readership can enjoy the seasonal content at the appropriate time
- Identify and provide to Highways England a revised and informed strategy, based on the feedback from previous editions, to achieve the targets identified above
- Attend regular quarterly meetings to review progress
- Continue to provide all editions in the digital format, making use of the digital infrastructure established during the first 3 months of the Agreement.
- Continuously maintain and upgrade the digital infrastructure to the standards identified in the IT requirements.
- The Supplier shall continuously put forward their suggestions and proposals for alternate content concepts, which Highways England shall consider for inclusion.
- Provide their detailed strategy and plan for promotion of each edition of the magazine to achieve the penetration required.
- Engage directly and fully to understand the Highways England directorate plans and strategies, to guide content.
- Continue to get to know Highways England, producing and updating a plan of proposed content and articles for agreement, for future editions.
- Create and maintain a bank of articles to utilise for future editions of the magazine.
- Attend regular fortnightly meetings to review progress
- Undertake project management of all aspects of the digital design and delivery of the magazine
- Continue all account management activities
- Continue to employ a Key Project Manager to be the key point of contact for Highways England, maintaining all communications channels and forward plan to ensure a consistent access for the Highways England Internal Communications team
- Continue to provide Highways England with ready access to the Supplier's team, including at least the following functional roles:
 - editor,
 - designer,
 - digital/social media specialist (if applicable)
 - photographer and
 - Key Project manager

2.13 General

The Supplier will be expected to attend quarterly meetings at the Cube in Birmingham, or at other regional offices (identified in the Annex 10).

These meetings shall be for the purpose of reviewing:

- management information
- Reporting against outcomes targets as identified in 2.7, using data provided by the Supplier
- Agreement of performance against KPIs and Service Levels as identified in Schedule E (Performance)

Further, the Supplier will be expected to spend at least 1-2 days each month engaging with the Highways England Communications Directorate and other business units to develop their ongoing understanding of Highways England. This may be done remotely.

In addition, it is expected that the Supplier may need to attend up to 10 (ten) conferences, events, undertake site visits, attend team meetings in order to produce any editorial content for each quarterly magazine.

3 SCOPE OF THE REQUIREMENT

3.1 Core Requirements

- 3.1.1 This specification is for the provision of Staff Magazine. The Service shall enable the Client to publish 4 quarterly magazines per annum, in the formats set out in this Specification.
- 3.1.2 The Supplier shall provide the core requirements which shall include but not be limited to:
- Design of each edition;
 - Content development;
 - Provision of required photography and videography in support of articles, including the administration of all Model Release Forms, as annexed;
 - Ongoing content evolution / ideas;
 - Digital functionality;
 - Print on-demand;
 - Management information about readership and penetration;
 - Regular meetings with Highways England;
 - Occasional travel (up to 10 time per quarter) to Highways England premises including nationwide project sites to conduct interviews and gather information to create the magazine articles;
 - Publicity and Promotion; and
 - Service Implementation.
- 3.1.3 The Supplier shall deliver the Services in accordance with the following principles:
- the Magazine shall be digitally available to all Highways England employees including those working remotely and across the geographical spread of England,
 - the Services shall provide sufficient flexibility of approach to accommodate late changes to editorial content or entire tone of a particular edition and urgent requests (e.g. to replace content which becomes inappropriate due to changing circumstances) – to this end , this demonstrates the importance of sufficient banked copy being available.
 - all data shall be managed and processed in accordance with the various data requirements identified in the Agreement.
 - a strong focus on high quality content;
 - use of the magazine to progress and support the Highways England internal communications strategy objectives,
 - cooperation and partnership with Highways England editorial teams,
 - maximising digital solutions and innovations, and
 - flexibility to meet changing internal and external policies and communications objectives.
- 3.1.4 The Client will advise the Supplier of any planned programmes of work, which may have an impact on the usage of the services, such as major transformation.
- 3.1.5 The Supplier shall ensure that all their Personnel are aware of the scope and limitations of confidentiality and data protection, in particular where there is a legal responsibility to safeguard employee information, and threats to health and safety at operational sites.
- 3.1.6 The Supplier shall maintain, at its own expense, all records relating to the Services and shall store these in accordance with applicable law.

3.2 Service Availability

3.2.1 The Supplier shall ensure that their Key Project Manager (or temporary replacement, e.g. for annual leave cover), be responsive to the Internal Communications Team at all times, in accordance with their role requirements set out in 7.1 of this Schedule.

3.2.2 The Supplier shall note that availability may be required during evenings, nights, early mornings, weekends and Bank and Public Holidays. Any additional charges shall be agreed with the Client.

For context, given the public nature of Highways England's business, this availability will be occasionally necessary to respond to eventualities such as:

- Management of the availability or content on digital systems
- To maintain uptime of digital editions
- To respond to any potential reputational issues linked to particular high-profile issues, e.g. which may have the potential for external media coverage
- To temporarily remove interactive functionality, e.g. during sensitive times

4 MANDATORY SERVICE REQUIREMENTS:

4.1 Edition Design & Planning

- 4.1.1 The Supplier shall provide support to the Highways England internal communications team and the Managing Editor to plan and design each edition of the magazine.

4.2 Content Development Advice

- 4.2.1 The Supplier shall provide the following as a minimum:
- general editorial advice;
 - generic advice and suggestions for on-trend article types and themes;
 - recommendations;
 - information and guidance on how best to construct the content for maximal engagement with the readership
 - and
 - updates and amendments to content.

4.3 Digital Platform

- 4.3.1 The Supplier shall provide, publish, host and maintain the digital platform in accordance with the annexed Non Functional Requirements, to support the Services and provide as a minimum, but not limited to:
- web based access across a range of devices and operating systems;
 - secure log-in by the Client;
 - general information on the Services;
 - access to data and reports;
 - management information in a downloadable format.
- 4.3.2 Supplier shall ensure that the digital platform and all publications of the Highways magazine are available fifty-two (52) weeks a year, 24 hours a day, except for agreed downtime and maintenance which will be agreed with the Client at least three (3) Working Days in advance of such work being carried.
- 4.3.3 The Digital Platform will be accessible across a number of devices, including but not limited to;
- Laptops
 - Desktops
 - Mobiles
 - Tablets
- 4.3.4 The Digital Platform will be able to be branded for the Client if requested.
- 4.3.5 The process required to establish and use the Digital Platform will be agreed with the Client at mobilisation stage at no extra charge to the Client.
- 4.3.6 The Digital Platform should be able to have the function to enable different access portfolios, such as administrator, manager, employee, so that only appropriate and relevant information is available.
- 4.3.7 All who access the Digital Platform shall be requested to complete a confidential feedback questionnaire which targets feedback on the Digital Platform in relation to it

effectiveness, accessibility and relevance. Such results will be anonymised and provided to the Client as part of the monthly management information.

4.4 Client driven Content

- 4.4.1 Content will be sourced from the Communications Directorate forward planning process and from a network of editorial contacts across the business, and all content will be managed in an integrated way with other internal and external communications.
- 4.4.2 The Supplier shall enthusiastically receive suggestions and direction over editorial content from the Client's authorised representatives.
- 4.4.3 The Supplier shall proactively engage with all client suggested contacts for content. Initial contact shall be made within 5 working days of suggestion.
- 4.4.4 The Supplier shall work with the Client to agree the format and tone of content.
- 4.4.5 The Supplier will ensure that all agreed content for each edition is delivered as planned.
 - Normal not formal
 - Refer to guidelines in annex 4
 - Reacting to content on Yammer, e.g. developing reader inspired content for subsequent issues, to continue the conversation
 - "Your letters"

4.5 Publicity and Promotion

- 4.5.1 The Supplier shall provide the Client with publicity and promotion ideas, where requested, for the Client to disseminate
- 4.5.2 The Supplier shall work with the Client to agree a series of on-going publicity and general promotional material and initiatives throughout the Term to highlight awareness of the Staff Magazine.
- 4.5.3 The Supplier shall ensure that any material provided shall be agreed in advance by the Client and contain branding specific to the Client if required.

4.6 Premises and Access to Services

- 4.6.1 The Supplier shall ensure when delivering Services on the Client premises that the accommodation is suitable for the Services.
- 4.6.2 The Supplier shall agree with the Client any equipment required for the delivery of on-site Services.
- 4.6.3 The Supplier shall be responsible for the provision of such equipment and the Supplier shall provide the Client with all requirements of the premises in order that the equipment can be correctly installed and maintained.

- 4.6.4 The Supplier should note that the availability of Wi-Fi may be inconsistent across the Client's premises.
- 4.6.5 The Supplier shall ensure that access to premises is requested from the Client in advance of Services being performed so as to allow for any additional security clearance, which may be required.
- 4.6.6 The Supplier shall ensure that face-to-face Services are conducted on premises that are appropriate, safe (and offer adequate levels of privacy, if relevant) when collating content or conducting interviews.

4.7 Service Implementation

- 4.7.1 The Supplier shall provide implementation support for the Client within seven days of the Contract Date, which shall include as a minimum but not limited to:
- a detailed implementation plan, including risks and mitigation, tasks, a timeline, milestones, priorities and dependencies;
 - work with the Client to set up systems and processes to support the delivery of the Services;
 - work with the Client to agree all policies and procedures which are relevant to the Services and develop and execute a training plan for relevant Supplier Personnel;
 - a communications strategy to ensure the Client are kept informed at key stages during the transition of Services;
 - work with the incumbent Suppliers to ensure a seamless transfer and continuity of Services, including the transfer of all relevant content bank, data: and
 - the transfer of all relevant records and content to any new Supplier on expiry of the Contract.
- 4.7.2 The Supplier shall provide the Client with a process flow and description of how appropriate Services are managed, from the point of contact through to content development and publication as part of their implementation plan. These processes shall be approved in advance by the Client.
- 4.7.3 The Supplier shall ensure that where the Client have separate contracted provision for photography, IT and other services, the Supplier shall work with other contracted Suppliers to deliver a seamless and joined up approach across the Service.
- 4.7.4 The Supplier shall establish a project team, which is responsible for the implementation of the Services.
- 4.7.5 The Supplier shall appoint a Key Project Manager with relevant experience of implementing a project of similar size and complexity.
- 4.7.6 The Supplier's Key Project Manager shall report to the Client on all aspects of implementation.

4.8 Diversity and Inclusion

- 4.8.1 The Supplier shall assist the Client in the achievement of its equality, diversity and inclusion (EDI) objectives as set out in the Government's "Equality and diversity – Highways England" webpage (as revised annually). The Client's objective is to

embed principles of equality, diversity and inclusion into all areas of its business, driving real change in how it works with its customers and communities, its supply chain and its employees (and any sub-contracted service providers at any stage of remoteness from the Client). The Supplier shall assist the Client in working collaboratively with its partners so that its workplaces are inclusive, and the strategic road network is accessible and integrated for both its users and communities affected by works to the Strategic Road Network.

- 4.8.2 The Supplier shall ensure Services comply with all discrimination legislation, including the Equality Act 2010 and Gender Recognition Act 2004.
- 4.8.3 The Supplier shall ensure Supplier Personnel are trained in such legislation as necessary for the provision of the Services. The delivery of Services shall be accessible to the Client users, and shall include as a minimum:
- 4.8.4 The Supplier shall meet the content accessibility standards WCAG 2.1 AA in line with central Government standards. For further information see <http://www.w3.org/TR/WCAG21/>
- 4.8.5 The Supplier shall prepare an Inclusion Action Plan in accordance with Annex 3 and shall submit it to the Client for acceptance within 12 weeks of the Contract Date to demonstrate how it develops an iterative approach to supporting the Client in meeting its EDI objectives through the life of the Agreement.
- 4.8.6 If the Inclusion Action Plan is not accepted, then the Supplier shall amend the plan in response to the comments received from the Client and shall resubmit the plan to the Client within 1 week of receipt of the Client's comments.
- 4.8.7 The Client shall accept the Inclusion Action Plan if;
- a. it shows how the Supplier:
 - (i) ensures the working culture, practice and environment is inclusive;
 - (ii) considers and understands the diverse needs of readers regardless of their personal characteristics
 - (iii) holds itself and the supply chain to account in delivering the plan; and
 - (iv) monitors and evidences year on year improvements.
 - b. it demonstrates how the requirements will be passed down the supply chain,
 - c. it meets the aims of the equality duty contained within the Equality Act to pay due regard to the need to:
 - (i) eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act;
 - (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - (iii) foster good relations between people who share a protected characteristic and people who do not share it.
- 4.8.8 A reason for the Client not accepting the Inclusion Action Plan is that
- it does not demonstrate how the requirements are passed down the supply chain,
 - it does not meet or evidence how the Supplier
 - o attracts, recruits and retains a greater diversity of new entrants to the sector,
 - o ensures the working culture, practice and environment is inclusive,

- o considers and understand the diverse needs of customers and neighbouring communities,
 - o holds itself and the supply chain to account in delivering the plan and
 - o monitors and evidences year on year improvements, or
- it does not meet the aims of the equality duties referred to in clause 7 of the Schedule A, Conditions of Contract.

4.8.9 The Inclusion Action Plan (IAP) shall name an individual from the Supplier to act as the EDI lead to

- be responsible for ensuring the implementation and on-going development of the Inclusion Action Plan,
- ensure quarterly reports and information are provided as required,
- facilitate continuous improvement reviews and
- act as a single point of contact on all matters concerning EDI.

4.8.10 The IAP shall cover the key areas of equality, diversity and inclusion.

4.8.11 The IAP shall focus attention throughout the life of the framework contract on:

- gathering diversity and inclusion intelligence,
- analysing this intelligence to identify opportunities to improve and
- developing, delivering and evaluating an action plan in the light of the above.

4.8.12 This will enable the Client and its supply chain (at any stage of remoteness from the Client) to identify and deliver opportunities, creating tangible benefits which will make visible difference in the following areas

- Attracting, recruiting and retaining a greater diversity of talent in your business
- Creating working environments that enable everyone to perform to their full potential
- Understanding the needs of diverse readers and creating a magazine that is accessible to all our employees

4.8.13 The Supplier shall ensure that the Inclusion Action Plan is accompanied by relevant contextual information and relates specifically to this Agreement. Key relevant policy documents such as the equality and diversity policy (or equivalent) can be appended. The Inclusion Action Plan relates specifically to the Supplier's business.

4.8.14 Following acceptance, the Supplier shall provide the Client with a quarterly report of progress against the Inclusion Action Plan.

5. MANDATORY REQUIREMENTS: SUPPLIER ACCREDITATION, SECURITY AND STANDARDS

5.1 Supplier Accreditation

- 5.1.1 The Supplier should be accredited by a recognised industry body and seek to always progress its standing and wider industry recognition and standards of work, ensuring its staff have access to and regularly pursue appropriate forms of development.
- 5.1.2 The Supplier shall act in compliance with Health and Safety Executive (HSE) guidance in the delivery of the Services.
- 5.1.3 The Supplier shall ensure that all Service delivery adheres to recognised best practices in accordance with any industry body codes of practice to which the Supplier is a member of.
- 5.1.4 The Supplier shall ensure that the delivery of Services remains current with all changes to any specific industry guidelines and will update the Client how any changes will be applied to and/or impact the delivery of the Services.
- 5.1.5 The Supplier shall work with the Client to embed their own codes of conduct as part of their day to day practices when delivering the services.

5.2 Security

- 5.2.1 The Supplier shall comply with the Data Protection Act 2018, GDPR and all applicable Law about the processing of personal data and privacy. Where the Supplier is required to obtain an Employee's consent under this contract, the Supplier shall ensure that the consent is in writing.
- 5.2.2 The Supplier shall comply with the information security requirements, standards and policies set out and/or referred to in the Client's Information Security Contract Specification set out in Annex 8 hereto.
- 5.2.3 The Supplier shall ensure that the Client information and Client Data is secured in a manner that complies with the Government Security Classification Policy rating of OFFICIAL. The Supplier shall ensure that the Government Security Classification Policy rating is also applied when information and Client Data is transmitted across all applicable networks and/or in line with the Client's requirements.
- 5.2.4 The Supplier shall, where required, have the capability to employ encryption to information / Client Data which shall be sent across a network or extracted by electronic means. The Supplier shall ensure that the level of encryption complies in full with the Government Security Classification Policy rating of OFFICIAL and/or in line with the Client's requirements.
- 5.2.5 All systems that use encryption shall undergo the Highways England Information Security Risk Assurance process to ensure that the level of cryptography is appropriate for the level of risk.
- 5.2.6 The Supplier shall ensure that any suspected or actual security breaches are reported to the Client representative immediately and depending on the impact of the breach, shall be included in monthly/quarterly performance reporting to the Client.

- 5.2.7 The Supplier shall comply with all relevant legislation, organisational and cross Government policy and guidelines in relation to Client Data and asset security.

5.3 Standards

- 5.3.1 The Supplier shall provide secure solutions that comply with any standards, restrictions or requirements arising out of the Client's Information Security Contract Specification set out in Annex 8 hereto.
- 5.3.2 The Supplier shall not charge a premium to the Client for any additional standards and or security compliance applicable to the Agreement, unless otherwise agreed in advance by the Client.

5.4 Health & Safety

- 5.4.1 The Supplier must comply with and operate according to all relevant and prevailing health and safety considerations, guidance, best practice and legislation.
- 5.4.2 The Supplier must familiarise themselves with the Client's health and safety policies, procedures, and guidance notes as appropriate.
- 5.4.3 The Supplier immediately brings to the attention of the Client any issue or potential issue that may have a detrimental impact on the health and safety of all stakeholders.
- 5.4.4 The Supplier must comply with the Client's health and safety reporting requirements, and investigations of accidents and incidents must be undertaken by a competent person who has relevant training, knowledge and experience in effective accident incident investigation.
- 5.4.5 The Supplier must ensure its employees, whilst engaged in the performance of the service, are not at any time in possession of, do not take, have not taken, and are not under the influence of any intoxicating substance with the exclusion of substances for bona fide medical reasons.
- 5.4.6 Within six (6) months of the Contract Date, the Supplier:
- Undertakes a risk assessment of their 'driving at work' activities which covers all drivers and vehicles that may be used on business.
 - Implements a 'driving for work' policy, that complies with Health and Safety Executive (HSE) guidance and applies to all areas of the business, all types of driving undertaken and is communicated effectively to all employees who may drive for business purposes.

6. MANDATORY REQUIREMENTS: SUPPLIER PERSONNEL

6.1 Supplier Personnel

- 6.1.1 The Supplier shall ensure that all Supplier Personnel are suitably experienced, skilled qualified to deliver the Services for which they are employed.

6.2 Article Confidentiality and Anonymity

- 6.2.2 The Supplier shall ensure Supplier Personnel are trained in all applicable law relating to confidentiality and the Supplier shall provide evidence of such training on request to any the Client.

6.3 Training

- 6.3.1 The Supplier shall ensure that all Supplier Personnel undertake Continuing Professional Development (CPD).
- 6.3.2 The Supplier shall provide adequate supervision and support, where newly qualified Supplier Personnel provide the Services, including a designated qualified mentor.
- 6.3.3 The Supplier shall ensure all Supplier Personnel who provide Services shall:
- be appropriately trained in the Client processes and policies as provided by the Client;
 - be trained in the Supplier's processes, procedures and policies, including those which have been agreed between the Supplier and the Client;
 - undergo, at a minimum, annual training, which shall include training on any changes to the above and refresher training.
- 6.3.4 The Supplier shall keep a record of such training and provide evidence of training and/or qualifications on request to the Client.

6.4 Vetting

- 6.4.1 The Supplier shall allow the Client to interview and approve key Supplier Personnel who shall be delivering the Services.
- 6.4.2 The Supplier shall ensure that Supplier Personnel having access to OFFICIAL information have undergone basic recruitment checks. Suppliers shall apply the requirements of HMG Baseline Personnel Security Standard (BPSS) for all Supplier Personnel having access to OFFICIAL information. Further details and the full requirements of the BPSS can be found at the Gov.UK website at: <https://www.gov.uk/government/publications/security-policy-framework>.
- 6.4.3 The Supplier shall ensure that all Supplier Personnel have appropriate security clearance and comply with any additional security requirements specified by the Client at contract implementation.
- 6.4.4 The Supplier shall provide details of its Supplier Personnel security procedures at the Client's request.

6.5 Supply Chain Management

- 6.5.1 This paragraph describes the supply chain mandatory requirements the Supplier shall comply with throughout the Term of the Contract.
- 6.5.2 The Supplier shall ensure that they exercise due skill and care in the appointment and selection of any Subcontractors (including associates/partners).
- 6.5.3 The Supplier shall ensure that all Subcontractors appointed have the technical and professional resource and experience to unreservedly deliver in full all the mandatory Service requirements set out in this Contract.
- 6.5.4 The Supplier shall be responsible for managing and monitoring the on-going performance of any Subcontractors appointed and ensure they have a process in place to deal with any issues with under and non-performance of appointed Subcontractors.
- 6.5.5 The Supplier shall formalise relationships with Subcontractors and manage any Subcontractors in accordance with Good Industry Practice.

7. MANDATORY REQUIREMENTS: THE CLIENT CONTRACT MANAGEMENT AND MANAGEMENT INFORMATION

7.1 Contract Management

- 7.1.1 The contract will be managed for Highways England by a Managing Editor within the internal communications team and overseen by the head of internal communications.
- 7.1.2 The Supplier shall provide a suitably qualified Key Project Manager within five (5) Working Days of the Contract Date, provide the Client with the name and contact details (including the telephone number and email address). This Key Project Manager shall be the key point of contact for the Highways England Managing Editor.
- 7.1.3 The Key Project Manager shall have a detailed understanding of the contract and shall have experience of managing contracts of similar size and complexity.
- 7.1.4 The Supplier shall communicate any change in the Key Project Manager to the Client; no less than one (1) month in advance of any planned change and seek the Client's approval to the change.
- 7.1.5 The Supplier shall participate in face to face meetings at no additional charge to the Client.
- 7.1.6 The Supplier shall promote, deliver and communicate transparency of pricing and savings when requested by the Client.
- 7.1.7 The Supplier shall ensure that all invoices are right first time, provided with supporting data and received at the agreed times.
- 7.1.8 The Supplier shall attend a minimum of 4 service reviews per annum, at least 2 of these are required to be face to face.
- 7.1.9 The Supplier's Key Project Manager shall be the primary contact between the Supplier and the Client, and shall be responsible for managing the relationship with the Client, which shall include:
- ensuring continuity of provision and Service delivery;
 - service planning, monitoring and continuous improvement;
 - agreeing and documenting points of contact with the Supplier for communication and escalation;
 - contract administration; the provision of management information;
 - attending contract review meetings at the frequency determined by the Client;
 - providing detailed key performance data;
 - issue resolution and Service improvement where issues have been identified; and
 - resolution of complaints and queries, which have been escalated.
- 7.1.10 The Supplier shall provide contact details of Supplier Personnel responsible for managing the contract where the contract manager is not available.
- 7.1.11 The Supplier shall provide the Client with a quarterly report, listing as a minimum:
- industry trends, including analysis of how the Client could benefit from such trends, including a cost analysis of any such changes;

- proposed improvements to Services, including but not limited to, content ideas, sector trends, technology changes, administrative changes, charges and new ways of working. (Such proposals shall include an impact assessment of such changes.)
- new or proposed legislative changes and how these will impact the service

7.2 Service Levels

- 7.2.1 The KPIs and corresponding Service Levels used under this Agreement are set out in Schedule E (Performance). The Supplier's performance of the Services shall be assessed and monitored through the Collaborative Performance Framework (CPF) using the KPIs and Service Levels and other measures to be agreed in accordance with clause 5.4 of Schedule A (Conditions of Contract).
- 7.2.2 The Supplier shall provide a proactive Key Project Manager to ensure that all Service Levels in this Agreement and KPIs are achieved to the highest standard throughout.
- 7.2.3 The Supplier accepts and acknowledges that a Consistent Service Failure, as defined within Schedule E (Performance) may trigger termination of the Agreement under clause 27.2 of Schedule A Conditions of Contract.

7.3 Performance Monitoring

- 7.3.1 The Supplier shall conduct, an annual Service review in respect of each Contract Year. The Service review shall be supported by a report that provides details of the methodology applied to complete the review, the sampling techniques applied, details of any issues identified and remedial action to be taken.
- 7.3.2 In addition to an annual Service Review, the supplier shall conduct a quarterly Service Review in respect of each magazine release.
- 7.3.3 Quarterly Service Reviews are to take place at least 30 days after the release of an edition
- 7.3.4 The Supplier shall provide the Client with performance monitoring reports ("Performance Monitoring Reports") at least 7 days prior to each schedule Service Review meeting.
- 7.3.5 The Supplier shall make the results available to the Client.
- 7.3.6 The Supplier shall include the following in the review:
- progress against the objectives and targets identified in 2.7
 - content / article bank is being maintained and monitored to cope with Service demands and that a content planning process is regularly reviewed and maintained;
 - all communications strategies, policies and procedures are being monitored and followed;
 - audit of content to ensure the content is appropriate, from both an organisational, behavioural, cultural, ethical and commercial perspective;
 - the maintenance and secure storage of any employee data;
 - the Supplier is compliant with all specified standards;
 - Supplier Personnel professional qualification accreditation is monitored and maintained at organisational level; and
 - the readership and levels of engagement are effectively monitored and maintained, and appropriate records maintained.

- the Supplier's performance measured against Service Levels and KPIs, as stated in Schedule E (Performance).

7.3.7 The Supplier shall work with the Client to track and report on any remedial actions identified and the Parties agree that they shall bear their own respective costs and expenses incurred in respect thereof.

7.4 Measuring Service Impact and Outcomes

7.4.1 The Supplier shall use published, recognised methodologies, where available and agreed in advance with the Client, to measure the Services quarterly in each Contract Year. The Supplier shall include, at a minimum, an assessment of the impact of the Services on the targets identified in 2.7.

7.5 Strategy, Policy and Guidance

7.5.1 The Supplier shall be conversant with all current, proposed and new legislation pertinent to the Services provided.

7.5.2 The Supplier shall keep abreast of proposed and new legislative changes and provide the Client with a written report and / or guidance stating how the Services will be impacted and/or where the Services will need to be modified in order to maintain compliance with such changes.

7.5.3 The Supplier shall also ensure that the Client are aware of any industry trends and shall seek to produce a magazine which would be capable of external recognition for its quality and level of readership and engagement.

7.5.4 The Supplier shall work with the Client to understand any policy changes, which may impact on Service deliver or type / form / tone of content required.

7.5.5 The Supplier shall:

- undertake periodic analysis, on a quarterly basis, of the readership data and trends;
- determine the most appropriate methods of data collection and related protocols;
- undertake comprehensive analysis of the data at business level, occupational group and demographic groups to identify trends, hotspots, best practice and areas for concern;
- undertake regular benchmarking of readership across employment sectors; and
- provide recommendations using the data analysis to highlight potential for Service improvements and mechanisms to improve readership.

7.5.6 The Supplier shall propose changes and/or modifications to the Services in order that the Services address any specific trends and/or issues, including a time plan for implementation.

7.5.7 The Supplier shall work with the Client to determine what preventative solutions can be implemented to address readership issues. This shall include sharing patterns of readership, trends, hotspots and examples of best practice.

7.6 Complaints Process

7.6.1 The Supplier shall ensure that any issues raised directly by the Client are dealt with as a matter of priority.

- 7.6.2 The Supplier shall assist in seeking speedy resolution to resolve the situation, irrespective of where the fault lies. Types of complaints that shall be supported in this way include, but are not limited to:
- the Client complaints relating to access to the Services;
 - the Client complaints relating to the availability of the Services, e.g. on-demand print;
 - the Client complaints relating to any Data;
 - the Client complaints in relation to the quality of Services received;
 - the Client complaints in relation to Services not meeting specific needs;
 - the Client complaints relating to failure of Service Levels; and
 - the Client complaints in relation to invoicing and billing.
- 7.6.3 The Supplier shall acknowledge complaints made by the Client i.e. verbal, formal or informal and written within one (1) Working Day of the details of the complaint being received by the Supplier. Thereafter updates on how the Supplier is proactively working to seek a resolution to the complaint shall be made by the Supplier to the Client at intervals of two (2) Working Days, unless otherwise stated, until a satisfactory resolution has been agreed which is mutually acceptable to both parties. Complaints must be resolved within ten (10) Working Days.
- 7.6.4 The Supplier shall have in place a robust escalation process to support complaints handling and to ensure effective management and resolution of all complaints received from the Client.
- 7.6.5 The Supplier shall provide the Client with one consolidated report (per quarter) for the duration of the Agreement, capturing all complaints. These reports shall include the date the complaint was received and resolved, complainant contact details, the nature of the complaint and actions agreed and taken to resolve the complaint and any changes to the Services and lessons learnt.
- 7.6.6 The Supplier shall provide the Client with a copy of the documents complaints process.

7.7 The Client Management Information (MI)

- 7.7.1 The Client will require comprehensive and robust management information to verify that Services are being delivered to the required standard, providing quality outcomes and providing value for money.
- 7.7.2 The Supplier shall ensure the Client anonymity and confidentiality in the delivery and content of all management information.
- 7.7.3 The Supplier shall provide the management information broken down as specified by the Client,
- 7.7.4 The Client may request a reasonable number of ad-hoc management information reports. The Supplier shall provide such management information reports at no additional Charge.
- 7.7.5 The Client will, where the data is available, provide the Supplier with quarterly statistics on readership. The Client will supply these figures at organisational, directorate and regional level where available. The Client will also advise the Supplier of any planned programmes of work, which may have an impact on the usage of the services, such as major transformation programmes or large-scale recruitment.

7.7.6 The Supplier shall provide the following quarterly management information to the Client at least 7 days prior to each scheduled quarterly Service Review

- an executive summary outlining usage of the Services by the Client and emerging trends;
- a demographic (gender, ethnicity, age and disability and job role) breakdown of Service usage
- quarterly and year to date performance against the KPIs and Service Levels identified in the Performance Schedule;
- period by period comparison of all information and Data presented;
- presentation in graphical and tabular form along with the base Data, the specific format of which will be agreed on award of the Contract;
- the benefits and added value the Services are providing, specifically stating what benefit the Supplier has brought to the Services both for the Client and commercially, with reference to the objectives set out at 2.7 in this Specification;
- trend analysis of Service usage including suggested actions and service improvements, with proposed times and costs for implementation;
- service hotspots, defining where these specifically occur along with Service improvement plans to address such issues;
- summary of the complaints and identification of any trends resulting from these with a proposed service improvement plan to be agreed between the parties;
- consolidated complaints report;
- identification of risks, reasons and mitigating actions to manage the risks going forward; and
- quarterly and cumulative Contract Year to date Charges for the Services, including any pass through or additionally agreed Charges:
- explanation of how the Data has been collated and derived and any anomalies identified;
- industry trends, including analysis of how the Client could benefit from such trends, including a cost analysis of any such changes;
- new or proposed legislative changes and how these will impact the service
- proposed improvements to Services, including but not limited to, content ideas, sector trends, technology changes, administrative changes, charges and new ways of working. Such proposals shall include an impact assessment of such changes;
- content development and banking information including;
 - number of articles completed;
 - number of article ideas generated / planned; and
 - outcomes associated with previously published content.

LIST OF ANNEXES TO THE SPECIFICATION

- 1 Glossary
- 2 Job Roles
- 3 Inclusion Action Plan
- 4 Highways England Tone of Voice
- 5 Highways England Our Visual Identity
- 6 Current Examples of Articles & Highway Magazine
- 7 IT Non-Functional Requirements
- 8 Information Security Contract Specification
- 9 Internal Communications Strategy
- 10 Model Release Forms
- 11 Highways England Travel & Expenses Policy
- 12 Information Security Risk Assurance Standard
- 13 Information Security Risk Management Requirements

ANNEX 1: GLOSSARY

The Client	means Highways England Company Limited. References to “Highways England” shall mean the same.
Data	means the information referred to within 7.5.5 of this Specification.
Go Live	The date when the Digital Platform is first put into active use for the benefit of the client, and as mentioned in the Information Security Contract Specification annexed to this Specification.
Introductory Scope Meeting	A meeting to be held between the Supplier and Client at the time identified within this Specification to agree the forward plan for the production of the magazine.
Key Project Manager	means the Supplier’s Key Project Manager appointed to manage the Client Contract.
Managing Editor	The member of the internal Highways England Communications team who manages the production of each issue of the magazine.
Non Functional Requirements	as included at Annex 7 to this Specification
Public and Bank Holidays	means all Public and Bank Holidays which are detailed in the link below: https://www.gov.uk/bank-holidays

ANNEX 2: JOBS ROLES AND DUTIES UNDERTAKEN BY THE CLIENT

The duties undertaken by the Client are multiple and varied, including but not restricted to:

- Driving (including orange-light and off-road);
- Traffic officers providing active management of motorways;
- Roadside work, working on busy roads and motorways;
- Physical work, e.g. removing debris from roads, pushing vehicles, putting out traffic management;
- Work outdoors in all seasons;
- Customer facing work, with risk of exposure to upset and/or violent people in the workplace and remote working locations;
- Call Centre operations;
- Control centre workers, working on multiple screens, can see images of a difficult and disturbing nature;
- Shift workers;
- Employees undertaking emergency response work which might be outside normal duties or working hours;
- Desk based and display screen equipment and associated work, both seated and standing;
- Construction workers;
- Inspections of our structures including roads, bridges, signs that may also interface with other transport infrastructure (e.g. rail);
- Flexible-working;
- Part-time workers;
- Home based workers;
- Managerial and Senior Leadership.

ANNEX 3: INCLUSION ACTION PLAN

INCLUSION ACTION PLAN

1.1 Guidance for suppliers

- 1.1.1 The Client's objective is to embed the principles of equality, diversity and inclusion into all areas of our business, driving real change in how we work with our customers and communities, our supply chain and our employees. We believe that to achieve our vision of being the world's leading road operator we must better understand and meet the different needs of our large and diverse customer base and factor these needs in to the service.
- 1.1.2 This requires us to work collaboratively with partners so that our workplaces are inclusive and the Strategic Road Network is accessible and integrated for both our users and communities living alongside the network. We therefore require our suppliers to demonstrate how they develop an iterative approach in supporting the Client in meeting its equality, diversity and inclusion objective through the life of the contract. We also believe that to achieve outstanding performance we must attract, recruit, develop and retain talented people from all groups within the active labour force and then work to ensure an inclusive environment in which all can thrive. Highways England expects our suppliers to share the same values in terms of EDI as well as supporting our wider vision.
- 1.1.3 The total Inclusion Action Plan does not exceed [10] pages and outlines how you ensure that EDI requirements are met within your organisation and cross your team selected to deliver this service paying particular attention to how you
- ensure the working culture, practice and environment enables everyone to perform to their full potential,
 - consider the diverse needs of customers and neighbouring communities,
 - hold yourselves and your supply chain to account in delivering the above,
 - monitor and evidence year on year improvements and
 - describe what success looks like for your organisation.

1.2 Inclusion Action Plan structure

- 1.2.1 The Inclusion Action Plan includes
- current position / baseline - what does your baseline data say about where you are (this should provide some guidance as to the additional actions to be taken or actions to be dis / continued. The Equality Act's protected characteristic groups are: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion / belief and sexual orientation
 - action / task – what you do to meet the requirements
 - when does this happen – when do you take the action specified above
 - person responsible – who is responsible for this action
 - resource - you may also want to consider the resources needed to act over and above the responsible officer

- measure of success (outcome/performance indicators) – what does success look like? how do you know it has made a tangible difference? and the difference this activity has made
- Updates – to provide updates on progress during the reporting period

1.2.2

The Supplier follows the IAP structure in the template provided below.

INCLUSION ACTION PLAN				Reporting Period:		
Name of Contract:		Start Date:		Finish Date:		Contract Manager:
INTELLIGENCE						
Objective 1: To create inclusive working culture, practices and environments that enable everyone to perform to their full potential Objective 2 : Consider and value the diverse needs of customers and neighbouring communities at all stages of the framework/ scheme Objective 3: Develop wider supply chain capability around EDI						
Data						
Analysis						
Priorities for Action						

PART ONE – Working Culture outline the steps you will take to create a working environment and culture that enables everyone to perform to their potential						
Objective	Current position	Action/Task to meet requirements	Action due date	Person responsible	Measure of success, how do we know it has worked?	Update

Objective	Current position	Action/Task to meet requirements	Action due date	Person responsible	Measure of success, how do we know it has worked?	Update
PART THREE – Governance and accountability - describe how you will hold yourselves and those in your supply chain to account in delivering and monitoring the difference made in relation to the above						
Objective	Current position	Action/Task to meet requirements	Action due date	Person responsible	Measure of success, how do we know it has worked?	Update

ANNEX 4

Highways England Tone of Voice

Please refer to the separate file for this policy.

ANNEX 5

Highways Our Visual Identity

Please refer to the separate file for this policy.

ANNEX 6

EXAMPLES OF CURRENT ARTICLES

Please refer to the compressed zip file for example magazine articles.

ANNEX 7

IT Non-Functional Requirements

Please refer to the separate file.

ANNEX 8

Information Security Contract Specification

Please refer to the separate file.

ANNEX 9

Internal Communications Strategy

Please refer to the separate file for this policy.

ANNEX 10

Model Release Form

Please refer to the separate file.

ANNEX 11

Highways England Travel & Expenses Policy

Please refer to the separate file for this policy.

ANNEX 12

Information Security Risk Assurance Standard

Please refer to the separate file for this policy.

ANNEX 13

Information Security Risk Management Requirements

Please refer to the separate file for this policy.