



Highways England Company Limited

Concrete Roads Framework - Design

Scope

People Strategy

Annex 06

CONTENTS AMENDMENT SHEET

Amend No.	Revision No.	Amendments	Initials	Date
0	0	Tender Issue	SOS	19/06/20

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1 PEOPLE STRATEGY

1.1 Equality Diversity and Inclusion

- 1.1.1 The *Consultant* assists the *Client* in the achievement of its equality, diversity and inclusion (EDI) objectives. 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. The *Consultant* assists 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.
- 1.1.2 The *Consultant* prepares an Inclusion Action Plan in accordance with **Appendix B** and submits it to the *Service Manager* for acceptance within 12 weeks of the contract award to demonstrate how it develops an iterative approach to supporting the *Client* in meeting its EDI objectives through the life of the contract.
- 1.1.3 The Inclusion Action Plan names an individual from the *Consultant* 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.
- 1.1.4 A reason for the *Service Manager* 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 *Consultant*
 - attracts, recruits and retains a greater diversity of new entrants to the sector,
 - ensures the working culture, practice and environment is inclusive,
 - considers and understand the diverse needs of customers and neighbouring communities,
 - holds itself and the supply chain to account in delivering the plan,
 - monitors and evidences year on year improvements, or

- it does not meet the aims of the equality duties contained within the Discrimination Acts and set out in section S507 (Discrimination).

1.1.5 Following acceptance, the *Consultant* provides the *Service Manager* with a quarterly report of progress against the Inclusion Action Plan.

1.2 Employment and Skills

1.2.1 The *Consultant* ensures that the skills, resources and capabilities are in place, in its own organisation and through its supply chain, to deliver the service and performance required including

- quantifying and delivering on any new employment opportunities that are to be generated during the life of the contract and outlining how the *Consultant* and its supply chain are to
 - attract new people to apply, giving particular consideration to attracting under-represented groups that have not historically seen the sector as a career option and
 - recruit new people into the sector
- identifying and delivering on opportunities to develop and deploy new skills that improve performance against the *Client's* key performance indicators and imperatives (see Scope S105). This should include, but is not limited to, those new skill areas outlined in the Transport Infrastructure Efficiency Strategy (see link in **Annex 02**) and
- identifying and delivering on opportunities to improve perceptions of careers within the Highways sector including through outreach, work placements/experience and apprenticeships to develop a new talent pool for the sector. This includes but is not limited to assisting the *Client* in delivering on its commitments in relation to the Transport Infrastructure Skills Strategy.

1.2.2 Within 12 weeks of award, the *Consultant* prepares and submits the Employment and Skills Plan (ESP) in accordance with the template in **Appendix A** to the *Service Manager* for acceptance.

The *Consultant* appoints an individual as employment and skills lead to

- be responsible for ensuring the implementation, on-going development of the ESP,
- 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 employment and skills for the *service*.

1.2.3 A reason for the *Service Manager* not accepting the Employment and Skills Plan is that it does not

- demonstrate how the *Consultant* complies with the contract,
 - demonstrate how the requirements are passed down the supply chain,
 - clearly define outputs and how they are measured,
 - meet or evidence how the *Consultant*
 - attracts, recruits and retains a greater diversity of new entrants to the sector,
 - holds itself and the supply chain to account in delivering the plan, or
 - monitors and evidences year on year improvement.
- 1.2.4 The *Consultant* submits to the *Service Manager* for acceptance an annual report of the *Consultant's* workforce planning and development data using the template in **Appendix C**.
- 1.2.5 The *Consultant* facilitates the *Service Manager*, in undertaking continuous improvement reviews of any and all information regarding the *Consultant's* progress in delivering against the provisions of employment and skills requirements including
- ensuring that its partners and subcontractors maintain and retain records relating to the Employment and Skills Plan and their compliance with the contract,
 - granting or procuring the grant of access to any
 - premises used in the *Consultant's* Providing the Service whether the *Consultant's* own premises or otherwise or
 - equipment (including all computer hardware and software databases) used (whether exclusively or non-exclusively) in Providing the Service, wherever situated and whether the *Consultant's* own equipment or otherwise and
 - complying with the *Service Manager's* requests for access to senior personnel engaged in Providing the Service.

1.3 Skills and Apprenticeships

- 1.3.1 The *Client* is required to monitor and report to the Department for Transport on apprenticeships created and in place in the delivery of their programme. To support this the *Consultant*, submits, on a quarterly basis, the apprenticeship report as detailed in **Appendix D**. The due dates for this reporting are to be confirmed by the *Service Manager*.

Appendix A - Employment and Skills Plan (ESP)

The ESP is comprised of four sections

- Section 1 - Workforce planning and development data,
- Section 2 - Methodology,
- Section 3 - Statement of outputs and
- Section 4 - Implementation plan.

Section 1 – Workforce planning and development data

This section includes as a minimum, analysis and reports on workforce planning and development data for the *Consultant's* Scope. This analysis includes as a minimum

- an assessment of supply and demand of people capacity and capability needed to deliver the *service* including through the supply chain,
- a forecast of annual gaps in people capacity and capability for the duration of the *service*, with quarterly updates and identification of those gaps that are critical using the occupational descriptors (see link in **Annex 02**),
- a baseline workforce diversity profile,
- an assessment of market intelligence on supply of labour within the market and
- preferred employment and skills solutions to address capacity and skills gaps.

Section 2 - Methodology

The section describes

- how the quality promises in the Quality Statement are delivered and built on,
- how the *Consultant* community (trade contractors, Subcontractors, partners working on the contract) have been engaged in the development and their support secured for subsequent delivery of the plan, and
- how the target outputs as set out in the ESP have been identified.

Section 3 – Statement of outputs

This section includes a statement of all outputs to be delivered as part of the plan. This includes

- improvement in its inclusive recruitment capability verified by a recognised inclusive recruitment specialist,
- the greater of either
 - one apprenticeship for every £5M by which the Price for Service Provided to Date is forecast to or actually changes (whichever is the greater) or
 - 2.5% of the Total Workforce forecast to be or actually engaged on the contract (whichever is greater).
- quantification of each of the outputs scheduled in table 1 below, influenced by the needs of the service and the context and how these are delivered,
- in delivering on the apprenticeship targets, the *Consultant* assists the *Client* in its commitment to increasing the diversity of the sector's workforce and to contributing to achieving the "Transport Infrastructure Skills Strategy" ambition of

- 20% of new entrants to engineering and technical apprenticeships to be female by 2020, achieving parity with the working population by 2030,
- meeting the government's target for the number of Black, Asian and Minority Ethnic candidates undertaking apprenticeships and
- identification and quantification of any additional outputs not schedule in table 1 and how these are delivered.

TABLE 1: OUTPUT TYPE, PRIORITY AREA & DEFINITION		
Output type	Priority Area	Definition
Worklessness		
Workless job start (26 weeks sustained)		A new job start, sustained for at least 26 weeks, where the candidate was previously workless prior to being employed.
Workless graduate job start		A graduate job start where the candidate was previously workless
Apprenticeships		
Apprenticeship start		A new employee of the <i>Consultant</i> and its subcontractors recruited as an apprentice into the workforce and enrolled on an approved Apprenticeship Standard relevant to the delivery of the <i>works</i> .
Existing apprenticeship		An existing member of staff who is enrolled onto an approved apprenticeship standard in order to up skill the workforce.
Job Creation		
Job start		A new job start for an individual recruited as a result of the contract. This could include a graduate job start (non workless).
Educational/Career Support		
Placement position		A position intended to enable an individual to learn, develop or enhance their knowledge and skills in an industry or job role by providing a short work experience placement.

Professional status attainment		Number of individuals supported to attain professional registration and status in agreed critical skills shortage disciplines at no cost to the individual. This includes registration at Technician, Incorporated and Chartered levels.
Sector skills qualifications attainment		Number of individuals supported to attain technical or occupational skills relevant to the delivery of the <i>service</i> at no cost the individual. This includes NVQs, Health and Safety qualifications and leadership qualifications.
School engagement		Education activities that enhance the reputation of the sector and support schools and school students by raising awareness of and interest in the educational and employment opportunities in the industry

The following output assists the *Consultant* in achieving the objective

1. Shared training initiatives such as Shared Apprenticeship Schemes.

Section 4 – Implementation plan

This section is an action plan detailing

- the actions the *Consultant* plans to take to deliver on the objectives,
- the milestones to complete these actions,
- when these milestones are to be delivered,
- what outputs and outcomes it expects to achieve and
- who is responsible for delivering each action.

The implementation plan details

- how compliance is supported, managed and monitored throughout the *Consultant* and its supplier community (*Consultants*, suppliers throughout the tiers and partners working on the contract),
- how the effectiveness of the plan is evaluated, lessons learned, captured and shared to improve employment and skills practice by the *Consultant* for the contract and for future contracts and
- how the *Consultant* intends to build capability to deliver inclusive recruitment.

In relation to improving inclusive recruitment capability the plan includes

- how the *Consultant* reviews attraction and recruitment policies and procedures to ensure the eradication of practices that are discriminatory, create unfair conditions of employment or create unequal rates of pay that cannot be justified,
- how the *Consultant* identifies and removes existing and potential barriers, as outlined in 'Recruiting for Success' (see link at **Annex 02**), which result in disproportionate impacts at different stages of the recruitment process (job design, role descriptions, job adverts, application, shortlisting, interview and hire) whether by the *Consultant* or its supply chain (including recruitment/labour agencies),
- how the *Consultant* engages in outreach activity and publicises vacancies to encourage applicants from a diverse range of groups. This includes how the *Consultant* analyses the local demographic and works with relevant partners to ensure that employment opportunities contribute as effectively as possible to local economic growth and that the workforce used to Provide the Service becomes increasingly reflective of the diverse communities served by the *service*,
- how the *Consultant* quantitatively and qualitatively monitors and reports on the effectiveness of its attraction, recruitment and promotion activity by protected characteristics,
- how the *Consultant* gains external verification from a recognised inclusive recruitment specialist of the inclusiveness of its recruitment practice,
- how the *Consultant* reviews and supports each of its subcontractors to adopt and implement an inclusive attraction and recruitment policy and action plan in respect of its respective workforces engaged in the performance of the contract, and
- how the *Consultant* collaborates with the *Client* and other suppliers to effectively share good practice, learn from experience and improve the Road Period efficiency and performance in attracting and recruiting a workforce that reflects the diverse communities to be served by the Roads Period.

Appendix B – Inclusion Action Plan

Guidance for suppliers

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*.

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.

The Inclusion Action Plan covers the key areas of EDI.

The total Action Plan does not exceed 20 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.

Action Plan structure

The 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 and
- 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

Inclusion Action Plan							
	Inclusion objective	Baseline position – how and what did you use to get here?	Action/ task to meet requirements	When	Person responsible	Measure of success (MoS) – what difference has this made	
1	Employment – outline the steps you will take to create a working environment and culture that enables everyone to perform to their potential						
2	Customer and communities – outline the steps you will take to genuinely consider the differing needs of customers and neighbouring communities when making decisions throughout the life of the project						
3	Governance and accountability - describe how you will hold yourselves and those in your supply chain to account in delivering the and monitoring the difference made in relation to the above						

Appendix C - Workforce planning template and guidance

The workforce planning annual report consists of the following two sections

- progress in the previous 12 months and

- plan for the next 12 months

Progress and current position

- an assessment of the *Consultant's* performance against targets set for the last 12 months with supporting evidence and details explaining any variance from plan,
- a workforce diversity profile showing change in the past 12 months and any variance from the plan,
- a revised assessment of supply and demand people capacity and capability needed to deliver the *service* including through the supply chain, and
- a revised assessment of market intelligence on supply of labour within the market.

Plan for the next 12 months

- a revised forecast of annual gaps in people capacity and capability,
- an update of preferred employment and skills solutions to address capacity and skills gaps,
- a forecast of annual gaps in people capacity and capability for the duration of the *service*, with quarterly updates and identification of those gaps that are critical using the occupational descriptors (see link in **Annex 02**) and
- a narrative explaining the changes that have been proposed and how they deliver the intended results.

Appendix D - Reporting template and guidance for apprenticeships

The *Consultant* ensures that the *Service Manager* can identify all apprentices individually appointed under the requirements of the contract and provides a rolling three-month monitoring report to the *Service Manager* within five working days of the start of each calendar month detailing performance against the annual proposal in respect of each apprentice appointed or proposed to be appointed under the contract but who has not completed the apprenticeship, including

- number of apprenticeships to be started that month,
- actual and planned start dates for existing and proposed apprenticeships,
- postcode of workplace,
- gender,
- ethnicity,
- level of apprenticeship (1 – 8) in accordance with the table below,
- apprenticeship framework or standard,
- occupation of apprenticeship (reported against the standard occupation classification (SOC) codes,
- category of apprenticeship,
- planned apprenticeship finish date,

- whether the apprentice is still engaged on Providing the Service and
- national insurance number.

The *Consultant* submits their return using the apprenticeship data collection form (see link in **Annex 02**).