

# Inclusion Action Plan

## Guidance for Suppliers

The Highways Agency believes that in order to achieve its vision of being **the world's leading road operator** it must better understand the different needs of our large and diverse customer base and factor these needs in to the design and delivery of service. 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. The Agency expects our suppliers to share the same values in terms of Diversity and Equality as well as supporting our wider vision.

The Inclusion Action Plan covers the key areas of Equality and Diversity, and Skills/Apprenticeships.

The Action Plan should be accompanied by some contextual information including reference to your key relevant policies. The Action Plan should relate specifically to the [contract/project] you are contracted for. Key relevant policy documents such as the equality and diversity policy (or equivalent) can be appended.

All relevant information for the submission is to be included and the total Action Plan should not exceed 20 pages with the exception of any appendices. Any appendices should only include relevant policies as any other information will not be considered.

## Suggested Action Plan Structure

- 'Inclusion' objectives – what are you seeking to achieve
- 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 are you going to do towards meeting your objectives
- When this will happen – when will you take the action specified above
- Person responsible – who will be responsible for this action
- Resource - you may also want to consider the resources needed to take action over and above the responsible officer
- Measure of success (outcome/KPI's) – what will success look like

The areas covered below are objective areas that the Highways Agency would, as a minimum, expect suppliers to have considered and included. Additional objectives can be added to those already included below. Any additional objectives will vary depending on the situation of the company and in relation to the specific contract/project concerned.

Inclusion objective	Current position/Baseline	Action/task	When	Person responsible	Resource implications	Measure of success and KPIs	Score
Create an environment in which: <ul style="list-style-type: none"> <li>• the differences individuals bring are valued, respected and used,</li> <li>• everyone has an equal opportunity to contribute and develop,</li> <li>• policies, procedures and behaviours that inhibit fairness or prevent inclusion are changed.</li> </ul>							
Take reasonable steps to attract, recruit and develop a workforce that is balanced in terms of groups with 'protected characteristics' at all levels within the organisation							
Take reasonable steps to deliver products and services that our customers can access and that take account of their diverse needs							

Inclusion objective	Current position/Baseline	Action/task	When	Person responsible	Resource implications	Measure of success and KPIs	Score
Seek ways to support, throughout the supply chain, the creation of apprenticeships, internships, work pairings, and college and workplace training places giving consideration to using these opportunities to encourage under represented groups to join the sector.							
Ensure that all staff are aware of and contribute to the project's Equality and Diversity requirements (not sure this is needed – would it not be covered by the first 3 objectives?)							
Demonstrate due consideration has been given to the use of SMEs and Supported Businesses within the supply chain for this contract							
Ensure that communications activities to all stakeholders are appropriate to address Equality and Diversity, and Skills/Apprenticeship issues (not sure this is needed as a separate objective wouldn't it be an integral part of all of the above objectives?)							

### Measures of Success and KPIs

KPIs should largely focus on measuring outcome. Ideally they should be grouped together and demonstrate a link to the measures of success relating to each of the objectives. They should extend over the lifetime of the contract at least.

### Generic Scoring Guidance for Inclusion Indicator

Score	Satisfaction	Requirement
10	Totally satisfied	All aspects of the Action Plan and its delivery considerably exceed HA expectations. Delivers positive outcomes against all objectives
8	Highly satisfied	All aspects of the Action Plan and its delivery are satisfactory and there is evidence that some aspects are exceeding HA expectations. Delivers positive outcomes for most objectives.
6	Just satisfied	Action Plan in place and substantial evidence that some objectives are being progressed proactively and effectively. Delivers positive outcomes for some objectives.
5	Neither satisfied nor dissatisfied	Action Plan in place and some evidence that the objectives are being progressed but limited evidence that positive outcomes are being realised. Neutral performance.
4	Slightly dissatisfied	Action Plan in place but very limited evidence that the objectives are being progressed and no evidence that positive outcomes are being realised. Some aspects unsatisfactory to the extent that the project manager seeks improvement.
2	Very dissatisfied	A key aspect of the action plan and/or its delivery is currently unsatisfactory to the extent that the project manager considers that significant intervention is required.
0	Totally dissatisfied	More than one key aspect of the action plan and/or its delivery is currently unsatisfactory to the extent that it calls into question the supplier's capability.