



National Highways Limited

Pavement Delivery Framework

ECC Scope

Annex 03 - Communications

CONTENTS AMENDMENT SHEET

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1 COMMUNICATIONS

1.1 Introduction

- 1.1.1 The *Client* produces an overarching “Annual Communications Strategy” (see link in **Appendix 02**) which places emphasis on planned and targeted communications across all areas of the *Client’s* work, setting out the *Client’s* vision, values and company objectives, as outlined in Framework Information paragraphs 1.4 to 1.8. Better, more accessible communications, are a key part of putting customers first.
- 1.1.2 The *Client’s* communications strategy places a clear, consistent visual identity, “brand” and company narrative as central to all publicity. This means that while the *Contractor* delivers the *works*, the *Client* will remain as the public face and will have control over the wording and design of all publicity material.
- 1.1.3 The *Client* publishes an “Annual Communications Plan” (see link in **Appendix 02**), which sets key themes and messages for the coming year. When instructed by the *Project Manager*, the *Contractor* produces a project communications plan. The project communications plan aligns with the *Client’s* overarching communications strategy and sets out the *Contractors* approach to the delivery of *works*. All communication activity should support the key themes and messages within the annual communications plan.
- 1.1.4 The *Client’s* Regional Communications Teams will advise the *Client* and the *Contractor* on all communication issues. All handling of national and specialist media will be led by the national press office within the Regional Communications Teams. The *Client’s* regional press officers will lead and advise on handling of regional media, with support from the Regional News Network (RNN) where appropriate. RNN support will include issuing press notices, dealing with media enquiries, managing media attendance at events, and other support as requested by the regional press officers or national press office.

1.2 General Communication

- 1.2.1 The *Contractor* liaises with the *Project Manager*, in the first instance, in relation to all communications activities, opportunities or issues, unless otherwise agreed. The *Project Manager* may delegate all communications activities to the Regional Communications Team.
- 1.2.2 The *Contractor* catalogues and records all documents, relating to communications undertaken during the lifetime of this contract, in accordance with Framework Information paragraph 9.55.

- 1.2.3 When instructed, the *Contractor* provides a monthly communications report to the *Project Manager*. The report is a mandatory requirement and is to include details of all proactive and reactive communications activity undertaken by the *Contractor* (and Subcontractors where applicable). The report also includes details of all known existing or potential communication risks (e.g. damage to the *Client's* reputation), known enquiries or issues, progress with project milestones, and community liaison work. The *Contractor* is not required to purchase a media monitoring or cuttings service in order to prepare the monthly report or as part of this contract.
- 1.2.4 When instructed by the *Project Manager*, the *Contractor* provides a project communications plan prior to the commencement of an event or communications activities relating to the *works*, along with any copies of communications literature (e.g. leaflets or other printed materials) developed by the *Contractor* for use prior to, or during, the *works*.
- 1.2.5 All communication plans produced by the *Contractor* require acceptance by the *Project Manager* prior to the implementation of the plans and the commencement of the *works*. When instructed by the *Project Manager*, the *Contractor* puts into action the accepted communications plan.
- 1.2.6 When instructed by the *Project Manager*, the *Contractor* identifies key groups of customers and interested parties they need to communicate with. The *Contractor* works with the *Project Manager* to ensure these groups have the information required via the *Client's* approved channels of communication.
- 1.2.7 When instructed by the *Project Manager*, the *Contractor* ensures that customers have the opportunity to provide feedback to the *Contractor* or the *Client* in relation to the *works*.
- 1.2.8. The *Client* provides
- strategic advice on stakeholder, community and public engagement,
 - guidance on the management of any campaign or lobbyist groups, professional bodies and organisations who vocally oppose the *works*,
 - proactive and reactive communications advice for any activities which fall outside of the scope of the contract,
 - communications advice on the delivery of key milestones in relation to the *works*,
 - response to regional / national media enquiries,
 - advice on the creation, implementation and management of all communication plans,

- stakeholder, community and media handling for negative/crisis issues,
- draft statements where required,
- “lines to take” to be updated throughout the contract period,
- contributions to customer and community communications if required,
- advice on the most appropriate application of the *Client’s* visual branding guidelines and visual identity specifications and
- guidance on events, production of communications and announcements.

1.2.9 The *Client* requires

- regular liaison between the *Contractor* and the *Client*,
- the *Contractor* to attend a monthly communications management meeting, when called by the *Client*, *Project Manager* or *Supervisor*, to discuss communications best practise, all known existing or potential risks, any other all communications activities relating to the *works*,
- a basic fact sheet and route map to be available for issue to the media as required and
- the *Contractor* to commit to maintain regular and open communication with the *Client*.

1.2.10 Media and community liaison issues will be an agenda item at the monthly communications management meetings. Whenever key milestones and proposed changes to the communications plans are to be discussed, the meetings may include the *Client’s* regional press officers.

1.3 Media Relations

1.3.1 The *Contractor* gains prior approval from the *Client* before any contact is made with the media in relation to this contract. The *Contractor* retains regular contact with the *Project Manager*, as required by the *Client*.

1.3.2 The *Contractor* accepts that the *Client* can issue press notices and generate other publicity in relation to the contract (e.g. offering media interviews or placing articles in the press).

1.3.3 The *Contractor* does not release any information until the *Client* has made its own announcement to the media in relation to the award of a contract or the commencement of the new *works*. The *Contractor* gains prior approval from the *Client* before issuing press notices.

- 1.3.4 The *Contractor* immediately notifies the *Client* of any media enquiries received by the *Contractor* in relation to the contract. The *Contractor* does not make any comments or attend any interviews to the media without seeking prior written consent from *Client*.
- 1.3.5 The *Contractor* immediately informs the *Client* of any possible reactive or proactive media opportunities in relation to the contract, including any sensitive issues that may attract media interest.
- 1.3.6 The *Contractor* provides the *Client* with any information, which enables the *Client* to provide advance and reactive notice to the media in relation to the impact this contract may have upon road users (e.g. providing details on programme dates).
- 1.3.7 The *Contractor* gains prior approval from the *Client* before arranging any visits to any locations that fall under the contract, by journalists, photographers, film crews. When instructed by the *Project Manager*, the *Contractor* is responsible for arranging all facilities and attendees required for the visits.
- 1.3.8 The *Contractor* makes explicitly clear when speaking on behalf of the *Client* during media activities (e.g. interviews) in connection with the contract. The *Contractor* gains prior written approval from the *Client* before conducting interviews in relation to the *Client's* policies and procedures.

1.4 Social Media

- 1.4.1 The *Contractor* adheres to the *Client's* "Social Media Policy" (see link in **Appendix 02**), when undertaking any social media activities on behalf of the *Client*, or in relation to the *works*.
- 1.4.2 The *Client* uses its own social media channels to promote work being undertaken on its behalf by the *Contractor*. The *Contractor* must not set up any social media channels on behalf of the *Client*.
- 1.4.3 Where the *Contractor* requires the use of social media to communicate on behalf of the *Client*, and/or in relation to the *works*, the *Contractor* must gain prior approval from the *Client*.
- 1.4.4 The *Contractor* gains written approval from the *Client* prior to undertaking any social media activity, in association with or, on behalf of the *Client* or the *works*, via its own social media channels.
- 1.4.5 The *Contractor* must make the *Client-Contractor* relationship explicit when undertaking social media activity on behalf of the *Client* or in relation to the *works*.
- 1.4.6 The *Contractor* does not release any information on social media in relation to the award of a contract or the commencement of the new *works*, until

the *Client* has made its own announcement via its own approved media channels. The *Client* reserves the right to decline any posts, by the *Contractor*, on social media.

1.4.7 The *Contractor* must not respond to any customers enquiries about, or on behalf of, the *Client* via its own social media channels, unless otherwise agreed with the *Project Manager*. The *Contractor* passes all social media enquiries to the *Client*, immediately.

1.4.8 The *Contractor* takes all necessary action to notify the *Client* where the *works* will impact on the road user, enabling the *Client* to effectively communicate this information via its own social media channel.

1.5 Branding and Marketing

1.5.1 The *Contractor* adheres to the *Client's* tone of voice and visual branding guidelines, particularly when undertaking any public facing activities. The *Client's* visual identity specifications are:

- “National Highways Visual Identity” (see link in **Appendix 02**),
- “National Highways Visual Identity for Contractors (see link in **Appendix 02**) and
- “National Highways - Normal not Formal - Tone of voice guide” (see link in **Appendix 02**)

1.5.2 The *Contractor* uses the *Client's* existing approved templates and all other applicable materials, so far as is practicable, when developing and producing communication plans for the contract. The *Contractor* gains approval from the *Client* before using its own templates and materials.

1.5.3 The *Contractor* conforms to the *Client's* visual identity and branding policy and technical specifications, including for the preparation and production of all information and communications materials including signs and works signage. These are set out in the *Client's* visual identity specifications and visual branding guidelines, as outlined in paragraph 1.5.1 above, and further information is available from the *Client*. All material must be approved by the *Client*.

1.5.4 The *Contractor* adheres to *the Client's* visual branding guidelines and visual identity specification in relation to the branding and removal of branding of any dedicated operations vehicles. This will also apply to letters, emails, personal protection equipment, PowerPoint presentations, leaflets, newsletters, statutory notices and all other materials. For a full list of where *Client* logos can and cannot be used, refer to the *Client's* visual branding guidelines and visual identity specifications referred to in paragraph 1.5.1. The *Client's* branding is to be present on all contract related materials.

1.5.5 All branding and design issues are the responsibility of the *Client* and the

Contractor seeks, follows and implements the advice of this team.

- 1.5.6 The *Contractor* provides the *Project Manager*, as required, with information in relation to the contract, to update the *Client's* website. All content must be approved by the *Client* prior to issue onto the website. All material relating to the contract on the *Client's* or other external websites (i.e. non-*Client* websites) must make the *Client-Contractor* relationship explicit in that the *Contractor* is working on behalf of the *Client*.
- 1.5.7 The *Contractor* does not set up independent websites or develop independent logos or branding for the *Client's* Schemes.

1.6 Not Used

1.7 Not Used

1.8 Community Relations

- 1.8.1 When instructed by the *Project Manager*, the *Contractor* appoints a Community Liaison Officer to collaborate with the Regional Communications Team.
- 1.8.2 The *Contractor* gains prior written approval from the *Client* before issuing any newsletters, information materials or significant correspondence to community groups or individuals in relation to the contract. The *Project Manager* and the *Contractor* observe any spending or operational restrictions applicable to communications, marketing and publicity activities.
- 1.8.3 The *Contractor* immediately informs the *Project Manager* of any community issues and/or any public meetings being held in relation to the *works* or this contract.
- 1.8.4 The *Contractor* gains approval from the *Client* prior to accepting any invitations to appear at public meetings or events in relation to this contract.
- 1.8.5 The *Contractor* includes media and community liaison issues as an agenda item at all monthly communications management meetings.

1.9 Public Consultation

- 1.9.1 When instructed by the *Project Manager*, the *Contractor* supports the *Client* through the public consultation process including the preparation of a document which explains the aims, deliverables, timeframes and required outcomes of any consultation activity in conjunction with the *Client's* Regional Communications Team.