



# **National Highways Company Limited**

## **Scope**

## **People Strategy**

## **Annex 06**

## Additional Guidance

This guidance has been prepared to assist the *Client* and its supply chain (at any stage of remoteness from the *Client*) as users of the Inclusion Action Plan (IAP).

The guidance explains the wider context of the IAP and its use, including further information from the *Client's* subject matter expert.

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# Measure Overview

## Introduction

The *Client* is determined, for business, legal and ethical reasons, to increase its equality, diversity and inclusion (EDI) provisions in all areas of its business. See “Highways England’s Public Sector Equality Duty” (see link in **Annex 02**) which sets out its objectives for achieving this.

## Intended Outcomes

The intent of this measure is to improve equality, inclusion and diversity, leading to better experiences for the workforce and delivery of a better-quality service to the *Client*’s diverse customers and communities.

This will enable the *Client* and its supply chain to identify and deliver opportunities to make a difference in the three priority performance areas to

- create an inclusive working culture, practices and environment that enable everyone to perform to their full potential,
- consider and meet the diverse needs of customers and neighbouring communities at all stages of the framework/ scheme and
- develop wider supply chain capability around EDI.

## Methodology

The *Contractor* gathers intelligence and evidence to identify opportunities

- i) to create an inclusive working culture and develop a diverse workforce,
- ii) to deliver a more socially sensitive and responsive strategic road network and be a better neighbour to communities impacted by the contract, in particular those who are vulnerable because of a protected characteristic and
- iii) on how EDI is governed including the supply chain that demonstrates how progress is being measured and monitored.

This intelligence and evidence should be used to identify the current position in the IAP.

Examples of good and robust evidence and actions are given within the “Potential sources of evidence and activity” pages overleaf.

Within 3 months from the commencement of the contract or acceptance on to the framework, the *Contractor*

- gathers baseline intelligence,
- analyses this intelligence to identify actions and
- develops an evidence based IAP.

### Potential sources of evidence and activity

CPF score	CPF score guidance	Working culture	Customer and community	Governance
6	An intelligence based IAP is in place which is being fully implemented and up to date.	<p>Evidence of</p> <ul style="list-style-type: none"> <li>monitoring use of/ outcomes in relation to Human Resources (HR) policies and procedures e.g. bullying/ harassment, grievance etc.,</li> <li>reasonable adjustments,</li> <li>wellbeing initiatives,</li> <li>use of Performance Development Plans (PDP)/ appraisals,</li> <li>EDI training for all Staff,</li> <li>active promotion of flexible/ agile working,</li> <li>Staff networks,</li> <li>range of accessible learning in place,</li> <li>talent management/ developing Staff e.g. mentoring and coaching schemes and the impact of these,</li> <li>support for those on career breaks and returners and</li> <li>annual workforce and Staff engagement data analysis and review with actions taken and outcomes arising out of these.</li> </ul>	<p>Evidence of</p> <ul style="list-style-type: none"> <li>disaggregation of data against protected characteristics/ affected groups. Actions identified to address negative impacts (as found in the Equality Impact Assessment (EQIA) and the Equality, Diversity and Inclusion Tool (EDIT) where applicable),</li> <li>use of diverse and accessible communication channels and monitoring the satisfaction and effectiveness of these,</li> <li>use of diverse and accessible engagement activities and monitoring the satisfaction and effectiveness of these,</li> <li>face to face liaison with voluntary sector and minority groups,</li> <li>Staff training on understanding diverse needs and</li> <li>feedback to consultees.</li> </ul>	<p>Evidence of</p> <ul style="list-style-type: none"> <li>leadership and governance meetings where EDI is discussed,</li> <li>public commitment to and leadership accountability for EDI,</li> <li>EDI strategy with actions and outcomes,</li> <li>reporting structure,</li> <li>EDI Key Performance Indicators (KPIs) and monitoring of progress.</li> <li>procurement processes include EDI,</li> <li><i>Contractor</i> meetings where EDI is discussed,</li> <li>EDI development initiatives for supply chain and how they are supporting the <i>Client</i> in meeting its EDI objectives.</li> </ul>

8	There is evidence that ongoing actions arising from the IAP are driving change and making a difference.	<p>Evidence of</p> <ul style="list-style-type: none"> <li>• employment policies have EDI woven through them,</li> <li>• engagement survey findings are broken down into the protected characteristics and actions arise out of results,</li> <li>• Staff networks are empowered and driving change,</li> <li>• measurement of the effectiveness of EDI training,</li> <li>• monitoring of flexible/ part time working,</li> <li>• analysis of exit data and actions in place to address issues,</li> <li>• examples of collaboration and sharing of good practice,</li> <li>• monitoring of training for effectiveness,</li> <li>• robust analysis in relation to things such as pay and grading, promotions, learning and development and exit data including breaking data down against the protected characteristics and</li> <li>• uses data to drive strategy and actions taken to address any issues.</li> </ul>	<p>Evidence of</p> <ul style="list-style-type: none"> <li>• use of other data e.g. public health, trip attractors and labour market to inform actions,</li> <li>• the involvement of diverse groups,</li> <li>• monitoring the satisfaction with and effectiveness of communication channels,</li> <li>• evidence of shared learning,</li> <li>• cycle of direct and regular contact with diverse groups and review of the effectiveness/ satisfaction of these activities,</li> <li>• learning shared across peers and down the supply chain and</li> <li>• legacy arrangements.</li> </ul>	<p>Evidence of</p> <ul style="list-style-type: none"> <li>• collaboration across the supply chain in delivering EDI objectives and actions,</li> <li>• outcomes achieved,</li> <li>• benchmarking EDI activity against comparable organisations where progress is measured,</li> <li>• monitoring across the supply chain,</li> <li>• EDI KPIs for the supply chain where it uses its own data to drive improvements for change in their businesses and</li> <li>• rewards for difference made.</li> </ul>
10	There is evidence of actions driving change and making a	<p>Evidence of</p> <ul style="list-style-type: none"> <li>• employment policies have EDI woven through them,</li> </ul>	<p>Evidence of</p> <ul style="list-style-type: none"> <li>• use of other data e.g. public health, trip attractors and</li> </ul>	<p>Evidence of</p> <ul style="list-style-type: none"> <li>• collaboration across the supply chain in delivering EDI objectives and actions,</li> </ul>

	quantifiable difference and that this good practice is being shared across the business and down the supply chain (where applicable)	<ul style="list-style-type: none"> <li>engagement survey findings are broken down into the protected characteristics and actions arise out of results,</li> <li>Staff networks are empowered and driving change,</li> <li>measurement of the effectiveness of EDI training,</li> <li>monitoring of flexible/ part time working,</li> <li>analysis of exit data and actions in place to address issues,</li> <li>examples of collaboration and sharing of good practice,</li> <li>monitoring of training for effectiveness,</li> <li>robust analysis in relation to things such as pay and grading, promotions, learning and development and exit data including breaking data down against the protected characteristics and</li> <li>uses data to drive strategy and actions taken to address any issues.</li> </ul>	<p>labour market to inform actions,</p> <ul style="list-style-type: none"> <li>the involvement of diverse groups,</li> <li>monitoring the satisfaction with and effectiveness of communication channels,</li> <li>shared learning,</li> <li>cycle of direct and regular contact with diverse groups and review of the effectiveness/ satisfaction of these activities,</li> <li>learning shared across peers and down the supply chain and</li> <li>legacy arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>outcomes achieved,</li> <li>benchmarking EDI activity against comparable organisations where progress is measured,</li> <li>monitoring across the supply chain,</li> <li>EDI KPIs for the supply chain where it uses its own data to drive improvements for change in their businesses and</li> <li>rewards for difference made.</li> </ul>
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# Inclusion Action Plan

## Scope and Methodology

Throughout the life of the contract an evidence-based IAP is developed.

This will include steps and actions to

- create a working environment that enables Staff to perform to their full potential,
- retain a greater diversity of talent in the sector,
- deliver a more socially sensitive strategic road network that is a better neighbour to diverse groups and neighbouring communities impacted by the contract. Paying attention to those who have protected characteristics as outlined in the Equality Act 2010 and
- monitoring and measurement of the difference made including clear governance and accountability for the *Contractor's* own company and its supply chain.

The IAP must be in place within the first 3 months of the contract.

The IAP relates specifically to the contract and is based on intelligence gathered.

The template IAP is provided below.

The total IAP length should not exceed 20 pages.

The IAP actions

- have clear ownership at the appropriate level,
- are monitored regularly and
- further actions are taken to ensure progress and to evolve the plan in light of new intelligence/ evidence gathered.

The IAP needs to include

- the objectives – what the *Contractor* wants to achieve,
- current position - where the *Contractor* is at the start of the contract,
- action/ task to meet requirements – what the *Contractor* is going to do to meet its objectives,
- time frames – when the *Contractor* takes the action specified above
- update - to include details of activity during the quarter or details of review where there are no specific defined outputs with ongoing actions during the reporting period.

The impact of the actions is reviewed and good practice that is making a difference is shared widely by the *Contractor*.



## Inclusion Action Plan Template

<b>INCLUSION ACTION PLAN</b>				Reporting Period:			
Name of Contract:		Start Date:		Finish Date:		Contract Manager:	
<b>INTELLIGENCE</b>							
Objective 1: To create an inclusive working culture, practices and environment that enable Staff to perform to their full potential							
Objective 2: Consider and value the diverse needs of customers and neighbouring communities at all stages of the contract/ framework							
Objective 3: Governance and capability – including how the <i>Contractor</i> develops wider supply chain capability around EDI							
Data							
Analysis							
Priorities for Action							

Part One – Working culture - outline the steps the <i>Contractor</i> takes to create a working environment and culture that enables Staff to perform					
Objective	Current position	Action/ Task to meet requirements	Action due date	Person responsible	Update
		1.			
Part two – Customers/ community – outline the steps the <i>Contractor</i> takes to genuinely consider the differing needs of customers and neighbouring communities when making decisions throughout the life of the contract					
Objective	Current position	Action/ Task to meet requirements	Action due date	Person responsible	Update
		1.			
Part three - Governance and accountability – describe how the <i>Contractor</i> holds itself and its 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	Update
		1.			

## Inclusion Action Plan Scores

Metric	Scoring Guidance	Additional information	Score
Demonstrate an effective Inclusion Action Plan (IAP) is in place and is continually evolving to meet the requirements of the public sector equality duty and support the <i>Client</i> in embedding EDI in all areas of its business.	No intelligence gathered and no intelligence based IAP in place.	No evidence or IAP provided.	0
	Intelligence has not been gathered to identify opportunities but actions and IAP are in place to address the gathering of data and intelligence.	IAP being prepared with date of implementation provided.	2
	IAP in place but only being partially implemented.	Intelligence has not been used to identify opportunities, but actions and IAP are in place to address this. Actions are outstanding beyond their target date; no evidence of review or limited actions being carried out.	4
	Intelligence is gathered and analysed to identify opportunities and an intelligence based IAP is in place which is being fully implemented and up to date.	IAP is linked to priorities for action and being fully implemented. There is demonstrable activity that shows progress against expected timescales.	6
	An intelligence based IAP is in place and being fully implemented and evidence provided show the difference being made.	IAP and evidence provided are moderated by the <i>Client's</i> metric assessor to confirm it meets the scoring guidance.	8
	Robust intelligence based IAP is in place and being fully implemented and can show the quantifiable difference actions have made. Evidence that good practice is being shared.	Evidence produced shows the quantifiable difference in one of the 3 priority areas has led to legacy or the development of a case study and/ or good practice being shared widely with peers and down the supply chain. IAP and evidence provided are moderated by the <i>Client's</i> metric assessor to confirm it meets the scoring guidance.	10