



**National Highways Limited**

# **Scheme Delivery Framework (SDF)**

## **ECC Scope**

### **Annex 3**

## **Communications**

**September 2021**

## CONTENTS AMENDMENT SHEET

<b>Amend. No.</b>	<b>Revision No.</b>	<b>Amendments</b>	<b>Initials</b>	<b>Date</b>
0	0	Contract Issue	AJP	Sept 21

## LIST OF CONTENTS

<b>1</b>	<b>COMMUNICATIONS</b> .....	<b>4</b>
1.1	Introduction .....	4
1.2	General Communication .....	4
1.3	Media Relations .....	6
1.4	Social Media .....	7
1.5	Branding and Marketing .....	8
1.6	Temporary Traffic Management .....	9
1.7	Not Used .....	10
1.8	Community Relations .....	10
1.9	Public Consultation .....	11

## 1 COMMUNICATIONS

### 1.1 Introduction

- 1.1.1 The *Client* produces an overarching annual communications strategy, in [Appendix 2](#) 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 [Appendix 3](#). 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, in [Appendix 2](#), which sets key themes and messages for the coming year. When instructed by the *Client*, the *Contractor* produces project communications plans to support the annual communications plan. The project communications plan must align with the *Client's* overarching communications strategy, setting out the *Contractors* approach to the delivery of works and impacts on affected communities. All communication activity should support the key themes and messages within the annual and 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 When instructed by the *Client*, the *Contractor* liaises with the *Project Manager*, in the first instance, in relation to all communications activities, opportunities and/or issues, unless otherwise agreed by the *Client*. The *Project Manager* will 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 life time of this contract, in accordance with Framework Information section 6.21.
- 1.2.3 When instructed by the *Client*, the *Contractor* provides a monthly communications report to the *Client*. The report is to include details of all proactive and reactive communications activity undertaken by the *Contractor*. 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 *Client*, 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 and/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 *Client* prior to the implementation of the plans, and the commencement of the *works*. The *Contractor* puts into action the accepted communications plan.
- 1.2.6 When instructed by the *Client*, the *Contractor* works with the *Project Manager* and Regional Communications Teams to identify 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 *Client*, the *Contractor* ensures that customers have the opportunity to provide feedback to the *Contractor* and/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 and/or lobbyist groups, professional bodies and/or 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 specification, and
- guidance on events, production of communications and announcements.

1.2.9 The *Client* requires, where instructed:

- the *Contractor* to attend a monthly communications management meeting, if required, set up by the *Client*, to discuss communications best practise, all known existing or potential risks, any other all communications activities relating to the *works*; and
- a basic fact sheet and route map to be available for issue to the media as required.

1.2.10 Media and community liaison issues will be an agenda item at the monthly review meetings. Whenever key milestones and/or 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* seeks 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

and/or the commencement of the new *works*. The *Contractor* seeks 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* 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 in the time period agreed with the *Client*.
- 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, proposed lane closures, traffic safety and management measures, and alternative routes).
- 1.3.7 The *Contractor* seeks prior approval from the *Client* before arranging any visits to any location that fall under the contract, by journalists, photographers, film crews. When instructed, 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* seeks 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 [Appendix 2](#)), 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 seek prior approval from the *Client*.
- 1.4.4 The *Contractor* seeks 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* is to maintain regular and open communication with the *Client* where instructed to do so throughout the lifetime of the contract.
- 1.4.6 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*.
- 1.4.7 The *Contractor* does not release any information on social media in relation to the award of a contract and/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.
- 1.4.8 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 *Client*. The *Contractor* passes all social media enquiries to the *Client*, immediately.
- 1.4.9 The *Contractor* takes all necessary action to notify the *Client* where roadworks 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:
- Highways England: Our Visual Identity (see [Appendix 2](#)), and
  - 'Normal not formal. A guide to our corporate narrative, tone of voice and writing style' (see [Appendix 2](#)).
- 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* seeks 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 the *Clients* Regional Communications Team.
- 1.5.6 The *Contractor* provides the *Project Manager* and *Client's* Regional Communications Team, 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 *Clients'* 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 or projects.

## 1.6 Temporary Traffic Management

- 1.6.1 When instructed by the *Client*, the *Contractor* uses channels as agreed with the *Client*, including those owned by the *Client*, to inform customers of road and/or lane closures and to timescales outlined in the *Client's* network occupancy requirements, see ([Appendix 2](#)), including the times and dates of the closure, unless otherwise agreed by the *Client*.
- 1.6.2 When instructed by the *Client*, the *Contractor* undertakes engagement in the local community to provide advanced notice of intended roadworks. This includes, but is not limited to, local authority briefings, information notices to emergency and breakdown services, publicity material at service areas, petrol filling stations, seaports and airports, network reliant businesses, press releases, dialogue with broadcast media, publicity campaigns, use of existing National Highways Variable Message Signs, use of strategically placed Portable Variable Message Signs and use of Journey Time Recognition System. The *Contractor* adheres to the *Client's* Branding and Style Guidelines when delivering the activities in order to enhance or protect the *Client's* reputation.
- 1.6.3 When instructed by the *Client*, the *Contractor* works collaboratively with all stakeholders to avoid closure clashes to ensure that alternative routes remain available for use by road users. The *Contractor* carefully manages all closures on routes, which are regularly used by road users, to reduce delays to a minimum. Where clashes or impact is unavoidable, the *Contractor* will communicate the issue to the *Project Manager*.

- 1.6.4 When instructed by the *Client*, the *Contractor* prepares a traffic management communications plan and submits to the *Client* for acceptance prior to the commencement of any planned works. The traffic management communications plan is to include key messages, communication channels, communications procedures and target audiences identified by the *Contractor*, and communications contingency plans for addressing incidents and/or emergencies. The traffic management communications plan must clearly align to the *Client's* vision, values and company narratives, allowing stakeholders to understand how the works contribute to the *Client's* overarching company objectives.
- 1.6.5 When instructed by the *Client*, the *Contractor* includes the *Project Manager* in any monthly review meetings where key milestones and any proposed changes to the traffic management communications plan are reviewed and agreed.
- 1.6.6 When instructed by the *Client*, the *Contractor* takes all necessary action to ensure all road users are aware of the road works or closures before commencing their journeys. The *Contractor* must consult with the *Project Manager* who will advise on these issues. Where applicable, the *Contractor* expands on the programme of activity.

## 1.7 Not Used

## 1.8 Community Relations

- 1.8.1 When instructed by the *Client*, the *Contractor* is to appoint a Public Relations Officer to work with the Regional Communications Team.
- 1.8.2 The *Contractor* seeks prior written approval from the *Client* before issuing any newsletters, information materials and/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 including any area network issues.
- 1.8.4 The *Contractor* seeks 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 review meetings if required

## 1.9 Public Consultation

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