



National Highways Limited
Pavement Delivery Framework

NEC 4 Framework Contract
(June 2017)

Framework Information
Appendix 13 – People Strategy

CONTENTS AMENDMENT SHEET

Amend. No.	Revision No.	Amendments	Initials	Date
0	0	Tender Issue	JW	15/03/2022

LIST OF CONTENTS

PEOPLE STRATEGY	4
1.1 Inclusion Action Plan	4
1.2 Workforce Planning template and guidance.....	13
1.3 Reporting template and guidance for apprenticeships.....	13
1.4 Employment and Skills Plan	14

PEOPLE STRATEGY	
1.1 Inclusion Action Plan	
<p>This guidance has been prepared to assist the <i>Client</i> and its supply chain (at any stage of remoteness from the <i>Client</i>) as users of the Inclusion Action Plan (IAP).</p>	
<p>The guidance explains the wider context of the IAP and its use, including further information from the <i>Client's</i> subject matter expert.</p>	
Measure Overview	
Introduction	
<p>The <i>Client</i> 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 Appendix 02) which sets out its objectives for achieving this.</p>	
Intended Outcomes	
<p>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 <i>Client's</i> diverse customers and communities.</p> <p>This will enable the <i>Client</i> and its supply chain to identify and deliver opportunities to make a difference in the three priority performance areas to</p> <ul style="list-style-type: none"> • 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	
<p>The <i>Supplier</i> gathers intelligence and evidence to identify opportunities</p> <ol style="list-style-type: none"> 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. <p>This intelligence and evidence should be used to identify the current position in the IAP.</p> <p>Examples of good and robust evidence and actions are given within the “Potential sources of evidence and activity” pages.</p> <p>Within 3 months from the commencement of the framework contract, the <i>Supplier</i></p> <ul style="list-style-type: none"> • 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.	Evidence of <ul style="list-style-type: none"> • monitoring use of/ outcomes in relation to Human Resources (HR) policies and procedures e.g. bullying/ harassment, grievance etc., • reasonable adjustments, • wellbeing initiatives, • use of Performance Development Plans (PDP)/ appraisals, • EDI training for all Staff, • active promotion of flexible/ agile working, • Staff networks, • range of accessible learning in place, • talent management/ developing Staff e.g. mentoring and coaching schemes and the impact of these, • support for those on career breaks and returners and • annual workforce and Staff engagement data analysis and review with actions taken and outcomes arising out of these. 	Evidence of <ul style="list-style-type: none"> • 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), • use of diverse and accessible communication channels and monitoring the satisfaction and effectiveness of these, • use of diverse and accessible engagement activities and monitoring the satisfaction and effectiveness of these, • face to face liaison with voluntary sector and minority groups, 	Evidence of <ul style="list-style-type: none"> • leadership and governance meetings where EDI is discussed, • public commitment to and leadership accountability for EDI, • EDI strategy with actions and outcomes, • reporting structure, • EDI Key Performance Indicators (KPIs) and monitoring of progress. • procurement processes include EDI, • <i>Supplier</i> meetings where EDI is discussed, • EDI development initiatives for supply chain and how they are supporting the <i>Client</i> in meeting its EDI objectives.

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

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

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 framework 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 *Supplier's* own company and its supply chain.

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

The IAP relates specifically to the framework 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 *Supplier* wants to achieve,
- current position - where the *Supplier* is at the start of the framework contract,
- action/ task to meet requirements – what the *Supplier* is going to do to meet its objectives,
- time frames – when the *Supplier* 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 *Supplier*.

Inclusion Action Plan Template

INCLUSION ACTION PLAN				Reporting Period:			
Name of Contract:		Start Date:		Finish Date:		Contract Manager:	
INTELLIGENCE							
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

1.2 Workforce Planning template and guidance

The workforce planning annual report consists of the following two sections

- progress in the previous 12 months
- plan for the next 12 months

Progress and current position

- an assessment of the *Supplier'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 works 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 works, with quarterly updates and identification of those gaps that are critical using the “occupational descriptors” (see link in **Appendix 02**),
- a narrative explaining the changes that have been proposed and how they will deliver the intended results.

1.3 Reporting template and guidance for apprenticeships

The *Supplier* ensures that the *Client* can identify all apprentices individually appointed under the requirements of the framework contract and provides a rolling three-month monitoring report to the *Client* 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 framework 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 – 7) in accordance with the Table 2 below as set out in the UK Government’s “A guide to apprenticeships” publication of March 2019 (see link in **Appendix 02**)

- apprenticeship framework or standard,
- occupation of apprenticeship (reported against the “Standard Occupation Classification (SOC) 2020 codes” (see link in **Appendix 02**),
- category of apprenticeship,
- planned apprenticeship finish date,
- whether the apprentice is still engaged in providing the works and
- national insurance number.

Table 2 – Description of apprenticeship levels		
Name	Level	Equivalent educational level
Intermediate	2	5 GCSE passes at grade A*-C or 9-4
Advanced	3	2 A level passes/ Level 3 Diploma/ International Baccalaureate
Higher	4, 5, 6 and 7	Foundation degree and above
Degree	6 and 7	Bachelor’s or master’s degree

The *Supplier* submits its return using the “Apprenticeship data collection form” (see link in **Appendix 2**).

1.4 Employment and Skills Plan

The employment and skills plan (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 *Supplier’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 **Appendix 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 commitments in the Quality Submission will be delivered and built on
- how the *Supplier* community (trade contractors, subcontractors, Community Partners) have been engaged in the development and their support secured for subsequent delivery of the ESP, 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 ESP. This includes:

- accreditation as a “National Skills Academy for Construction” (see link in **Appendix 02**),
- 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 Work Done to Date is forecast to or changes (whichever is the greater) or
 - 2.5% of the total workforce forecast to be or actually engaged on the framework contract (whichever is greater)
- quantification of each of the outputs scheduled in table 1 below, influenced by the needs of the works, the context and how these will be delivered and
- in delivering on the apprenticeship targets, the *Supplier* 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; Building Sustainable Skills” 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 will be delivered.

TABLE 1: OUTPUT TYPE, PRIORITY & 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>Supplier</i> and its subcontractors recruited as an apprentice into the workforce and enrolled on an approved “Apprenticeship Standard” as set out in Appendix 02 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>works</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 *Supplier* in achieving the objective

1. Shared training initiatives such as “Shared Apprenticeship Schemes” as detailed in **Appendix 02**.

Section 4 – Implementation Action Plan (ImAP)

This section is an action plan detailing

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

The ImAP details

- how compliance is supported, managed and monitored throughout the *Supplier* and its supplier chain (at any stage of remoteness) working on the framework contract)
- how the effectiveness of the ImAP is evaluated, lessons learned, captured and shared to improve employment and skills practice by the *Supplier* for the contract and for future contracts and
- how the *Supplier* intends to build capability to deliver inclusive recruitment.

In relation to improving inclusive recruitment capability the ImAP includes how the *Supplier*

- 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

- identifies and removes existing and potential barriers, as outlined in “Recruiting for Success” (see link in **Appendix 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 *Supplier* or its supply chain (including recruitment/labour agencies),
- engages in outreach activity and publicises vacancies to encourage applicants from a diverse range of groups. This includes how the *Supplier* 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 or provide the works becomes increasingly reflective of the diverse communities served by the service,
- quantitatively and qualitatively monitors and reports on the effectiveness of its attraction, recruitment and promotion activity by protected characteristics,
- gains external verification from a recognised inclusive recruitment specialist of the inclusiveness of its recruitment practice, and
- 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.
- 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 Road Period.