

Highways England Company Limited

Area 9

Asset Delivery (AD)

Scope

Annex 12

Communications

CONTENTS AMENDMENT SHEET

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1 COMMUNICATIONS

1.1 Introduction

- 1.1.1 The *Client* 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.
- 1.1.2 Each year, the *Service Manager* provides to the *Contractor* the *Client’s* overarching annual communications strategy, (see Annex 03) 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 (see Annex 03). Better, more accessible communications, are a key part of putting customers first.
- 1.1.3 Each year, the *Service Manager* provides to the *Contractor* the *Client’s* annual communications plan, (see Annex 03), which sets key themes and messages for the coming year.
- 1.1.4 The *Contractor* produces a project communications plan setting out the *Contractor’s* approach to communications during the delivery of works. The project communications plan must align with the *Client’s* overarching communications strategy within the annual communication strategy and support the key themes and messages within the annual communications plan. The *Contractor* updates the project communication plan when the *Service Manager* provides updated annual communication strategies and plans.

1.2 General Communication

- 1.2.1 The *Contractor* is to liaise with the *Service Manager*, in the first instance, in relation to all communications activities, opportunities and/or issues, unless otherwise agreed by the *Client*.
- 1.2.2 The *Contractor* catalogues and records all documents, relating to communications undertaken during the life time of this contract, in accordance with Annex 19.
- 1.2.3 The *Contractor* provides a monthly communications report to the *Service Manager*. The report is a mandatory requirement and is to include details of all proactive and reactive communications activity undertaken by the *Contractor* (and subcontractor 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 The *Contractor* provides a project communications plan, prior to the commencement of an event or communications activities relating to the *service*, 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 *service*.
- 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 *service*. The *Contractor* puts into action the accepted communications plan.
- 1.2.6 The *Contractor* works with the *Service Manager* to identify key groups of customers and interested parties they need to communicate with. The *Contractor* works with the *Service Manager* to ensure these groups have the information required via the *Client's* approved channels of communication.
- 1.2.7 The *Contractor* ensures that customers have the opportunity to provide feedback to the *Contractor* and/or the *Client* in relation to the *service*.
- 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 *service*;
 - 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 *service*;
 - 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:

- regular liaison between the *Contractor* and the *Client*;
- the *Contractor* to attend a monthly communications management meeting, set up by the *Client*, to discuss communications best practise, all known existing or potential risks, any other all communications activities relating to the *service*;
- 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*.

1.3 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 *Service 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 service. 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* 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 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. 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 link in **Annex 03**), when undertaking any social media activities on behalf of the *Client*, or in relation to the *service*.
- 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 *service*, 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 *service*, 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 *service*.

- 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 *service*, 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 link in **Annex 3**);
 - 'Normal not formal. A guide to our corporate narrative, tone of voice and writing style' (see link in **Annex 3**).
- 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 clause 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 clause 1.h.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 *Service 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 *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* undertakes all information and communication activities, commensurate with major closures, and adheres to all spending or operational restrictions in force at that time. The *Contractor* takes all necessary action to ensure that road users and other stakeholders are aware of the closure before commencing their journeys.

1.6 Traffic Management

- 1.6.1 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 link in **Annex 3**), including the times and dates of the closure, unless otherwise agreed by the *Client*.
- 1.6.2 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 Highways England 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 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 *Service Manager*.
- 1.6.4 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 The *Contractor* includes the *Service Manager* in all monthly review meetings where key milestones and any proposed changes to the traffic management communications plan are reviewed and agreed.
- 1.6.6 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 *Service Manager* who will advise on these issues. Where applicable, the *Contractor* expands on the programme of activity.

1.7 Publicity and Public Relations

- 1.7.1 The *Contractor* manages all queries and complaints received, in relation to the *service*, in accordance with all *Client* policies and procedures, including the *Client's* complaints procedure, (see link in **Annex 3**). The *Contractor* accepts the *Client's* definitions, complies with the *Client's* policies and procedures, and to timescales outlined by the *Client* in relation to customer correspondence and complaints.
- 1.7.2 The *Contractor* maintains a record of all correspondence and complaints, and any actions taken, in relation to the contract. The *Contractor* retains all records in accordance with Annex 19- Records.
- 1.7.3 The *Contractor* provides information, as required by the *Client*, to facilitate the preparation of all statements and responses to enquiries and/or concerns raised by, or on behalf of the public. This may also include enquiries and/or concerns raised by a public organisation (e.g. the United Kingdom parliament). The *Contractor* is to provide the information to the *Service Manager* within the time period specified by *Client* (acting reasonably having regard to the purpose of the provision of the information requested and to the nature and extent of the information requested).
- 1.7.4 Where enquiries and/or concerns are raised with, or addressed to the *Client* (and not with the *Contractor* directly), the *Contractor* is to communicate its response via the *Client*, and not directly with member of Public, or Public Organisation without having obtained prior written approval from the *Client* of the form and terms of its communications, save to the extent that they are

legally required to do otherwise.

- 1.7.5 The *Contractor* seeks prior approval from the *Client* before any communications or publicity activity is undertaken by the *Contractor* on behalf of the *Client*.
- 1.7.6 The *Contractor* informs the *Client* of any significant community issues and/or any public meetings being held in relation to the *service*, and to the timescales specified by the *Client*.
- 1.7.7 The *Contractor* seeks prior written approval from the *Client* before accepting any invitations to appear at public meetings or events on behalf of the *Client*, or in relation to the *service*.
- 1.7.8 The *Contractor* populates and maintains the *Client's* stakeholder management tracker, in order to set out and record engagement and progress with key stakeholder groups in relation to the contract.
- 1.7.9 The *Contractor* commits to regular and open communication with the *Service Manager* and any other applicable internal/external stakeholders of the *Client*.
- 1.7.10 The *Contractor* submits all communication materials and documents to the *Client* for review and publication approval and must provide the *Client* with two weeks notice to undertake the review.
- 1.7.11 The *Contractor* immediately informs the *Client* of any communications, in relation to the contract with:
- identified stakeholder groups at regional and/or national level
 - Local or National Media; and
 - Members of Parliament (MPs) or Members of European Parliament (MEPs); and
 - any other third party where the matters in question might reasonably be expected by the *Contractor* to have political significance and/or be in the public interest, or concern issues of policy.
- 1.7.12 The *Contractor* provides the *Client* with a briefing document, prior to the commencement of the works, which provides details of the project background, key objectives and any communication requirements.
- 1.7.13 The *Contractor* makes recommendations to the *Client* on publicity arrangements relating to this contract.

- 1.7.14 The *Contractor* informs Others affected by the *service*.
- 1.7.15 Any publicity activity for works which are being carried out by the *Contractor*, on behalf of the *Client*, must make the *Client-Contractor* relationship clearly explicit.

1.8 Community Relations

- 1.8.1 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 *Service Manager* and the *Contractor* observe any spending or operational restrictions applicable to communications, marketing and publicity activities.
- 1.8.2 The *Contractor* immediately informs the *Service Manager* of any community issues and/or any public meetings being held in relation to the works or this contract.
- 1.8.3 The *Contractor* seeks approval from the *Client* prior to accepting any invitations to appear at public meetings or events in relation to this contract.
- 1.8.4 The *Contractor* includes media and community liaison issues as an agenda item at all monthly review meetings.