



Highways England Company Limited

Scope

People Strategy

Annex 06

LIST OF CONTENTS

1	PEOPLE STRATEGY	3
1.1	EQUALITY DIVERSITY AND INCLUSION	3
1.2	Employment and Skills	4
1.3	Skills and Apprenticeships.....	4
	Appendix A – Not Used	4
	Appendix B – Inclusion Action Plan.....	4
	Appendix C - Workforce Planning template and guidance.....	7
	Appendix D - Reporting template and guidance for apprenticeships	7

1 PEOPLE STRATEGY

1.1 EQUALITY DIVERSITY AND INCLUSION

- 1.1.1 The *Consultant* assists the *Client* in the achievement of its equality, diversity and inclusion (EDI) objectives. The *Client's* objective is to embed principles of equality, diversity and inclusion into all areas of its business, driving real change in how it works with its customers and communities, its supply chain and its employees. The *Consultant* assists the *Client* in working collaboratively with its partners so that its workplaces are inclusive, and the strategic road network is accessible and integrated for both its users and communities affected by works to the strategic road network.
- 1.1.2 The *Consultant* prepares an Inclusion Action Plan in accordance with **Appendix B** and submits it to the *Client* for acceptance within 12 weeks of the contract award to demonstrate how it develops an iterative approach to supporting the *Client* in meeting its EDI objectives through the life of the contract.
- 1.1.3 The Inclusion Action Plan names an individual from the *Consultant* to act as the EDI lead to
- be responsible for ensuring the implementation and on-going development of the Inclusion Action Plan,
 - ensure quarterly reports and information are provided as required,
 - facilitate continuous improvement reviews and
 - act as a single point of contact on all matters concerning EDI.
- 1.1.4 A reason for the *Client not* accepting the Inclusion Action Plan is that
- it does not demonstrate how the requirements are passed down the supply chain,
 - it does not meet or evidence how the *Consultant*
 - attracts, recruits and retains a greater diversity of new entrants to the sector,
 - ensures the working culture, practice and environment is inclusive,
 - considers and understand the diverse needs of customers and neighbouring communities,
 - holds itself and the supply chain to account in delivering the plan and
 - monitors and evidences year on year improvements, or
 - it does not meet the aims of the equality duties contained within the Discrimination Acts and set out in section S507 (Discrimination) .

- 1.1.5 Following acceptance, the *Consultant* provides the *Client with* a quarterly report of progress against the Inclusion Action Plan.

1.2 Employment and Skills

- 1.2.1 The *Consultant* ensures that the skills, resources and capabilities are in place, in its own organisation and through its supply chain, to deliver the service and performance required including:
- quantifying and delivering on any new employment opportunities that will be generated during the life of the contract and outlining how the *Consultant* and its supply chain will:
 - attract new people to apply, giving particular consideration to attracting under-represented groups that have not historically seen the sector as a career option
 - recruit new people into the sector

1.3 Skills and Apprenticeships

- 1.3.1 The *Client* is required to monitor and report to the Department for Transport on apprenticeships created and in place in the delivery of their programme. To support this the *Consultant*, submits, on a quarterly basis, the apprenticeship report as detailed in **Appendix D**. The due dates for this reporting will be confirmed by the *Client*.

Appendix A – Not Used

Appendix B – Inclusion Action Plan

Guidance for suppliers

The *Client's* objective is to embed the principles of equality, diversity and inclusion into all areas of our business, driving real change in how we work with our customers and communities, our supply chain and our employees. We believe that in order to achieve our vision of being the world's leading road operator we must better understand and meet the different needs of our large and diverse customer base and factor these needs in to the *service*.

This requires us to work collaboratively with partners so that our workplaces are inclusive and the strategic road network is accessible and integrated for both our users and communities living alongside the network. We therefore require our suppliers to demonstrate how they develop an iterative approach in supporting the *Client* in meeting its equality, diversity and inclusion objective through the life of the contract. We also believe that to achieve outstanding performance we must attract, recruit, develop and retain talented people from all groups within the active labour force and then work to ensure an inclusive environment in which all can thrive. Highways England expects our suppliers to

share the same values in terms of Equality, Diversity and Inclusion as well as supporting our wider vision.

The Inclusion Action Plan covers the key areas of Equality and Diversity, and Inclusion.

The total Action Plan does not exceed 10 pages and outlines how you ensure that EDI requirements are met within your organisation and cross your team selected to deliver this service paying particular attention to how you

- ensure the working culture, practice and environment enables everyone to perform to their full potential,
- consider the diverse needs of customers and neighbouring communities,
- hold yourselves and your supply chain to account in delivering the above,
- monitor and evidence year on year improvements and
- describe what success looks like for your organisation.

Action Plan Structure

The Action Plan includes

- current position/baseline - what does your baseline data say about where you are (this should provide some guidance as to the additional actions to be taken or actions to be dis/continued. The Equality Act's protected characteristic groups are: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion/ belief and sexual orientation
- action/task – what you do to meet the requirements
- when does this happen – when do you take the action specified above
- person responsible – who is responsible for this action
- resource - you may also want to consider the resources needed to act over and above the responsible officer
- measure of success (outcome/Performance Indicators) – what does success look like? how do you know it has made a tangible difference? and the difference this activity has made

Inclusion Action Plan							
	Inclusion objective	Baseline position – how and what did you use to you get here?	Action/ task to meet requirements	When	Person responsible	Measure of success (MoS) – what difference has this made	
1	Employment – outline the steps you will take to create a working environment and culture that enables everyone to perform to their potential						
2	Customer and communities – outline the steps you will take to genuinely consider the differing needs of customers and neighbouring communities when making decisions throughout the life of the project						
3	Governance and accountability - describe how you will hold yourselves and those in your supply chain to account in delivering the and monitoring the difference made in relation to the above						

Appendix C – Not used

Appendix D - Reporting template and guidance for apprenticeships

The *Consultant* ensures that the *Client* is able to identify all apprentices individually appointed under the requirements of the 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 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 – 8) in accordance with the table below,
- apprenticeship framework or standard,
- occupation of apprenticeship (reported against the standard occupation classification (SOC) codes,
- category of apprenticeship,
- planned apprenticeship finish date,
- whether the apprentice is still engaged on Providing the Service and
- national insurance number.

The *Consultant* submits this to the Contract Manager for review and acceptance of the format.