National Highways Limited

Scope

People Strategy

Annex 05

CONTENTS AMENDMENT SHEET

Issue. No.	Revision No.	Amendments	Initials	Date
11	0	Published in Feb 2025	SF	24/02/2025

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 (the *Client's* Diversity and Inclusion (D&I) team).

Contents

Measure Overview

Introduction

The *Client* is determined, for business, legal and ethical reasons, to increase its diversity and inclusion (D&I) provisions in all areas of its business. See "National Highways' Public Sector Equality Duty" (see link in **Annex 02**) which sets out its objectives for achieving this.

Intelligence and evidence are to be used to identify the current position in the IAP. The *Contractor's* subsequent IAP submissions, across the duration of the contract, provide evidence of improvements against the original baseline position.

Examples of good and robust evidence and actions are given within the "Things to consider" pages overleaf.

Theme	Things to consider:
Attraction and recruitment	- recruitment data collection and analysis - reasonable adjustments for people with disabilities - being part of the disability confident scheme - armed forces covenant - apprenticeship and graduate schemes - widespread and diverse advertising both locally and nationally - non gendered and gender-neutral language and diverse imagery - diverse recruitment panels - recruitment team training to include D&I and inclusive recruitment. - diversity data collection and monitoring of applicants, shortlists, interviews, successful applicants used to identify actions. - outreach initiatives to attract diversity and specific groups e.g. early talent, armed forces, care leavers, homeless, ex-offenders, - EQIA/ Equality analysis on recruitment policy and procedure (including assessment test) to ensure no negative impact - targeted outreach, engagement and mentoring programmes with schools, colleges, universities - work experience, internship, returners programmes - review of the effectiveness of the activities undertaken
Working culture	- workforce data collection and analysis in relation to things such as; pay and grading, pay gaps, promotions, L&D, succession planning, engagement, and exit data including breaking data down against the protected characteristics - monitoring use of / outcomes in relation to HR policy and procedures e.g. bullying/harassment, whistleblowing, grievance etc. - working environment (office and site based) caters for differing needs including reasonable adjustments - wellbeing initiatives and support - evidence of 1to1's, PDP/ appraisals - D&I training for all staff,

	• training on making services and roads accessible for disabled people
	• active promotion and monitoring of flexible/agile working, family friendly leave and policies etc.
	• pay gap reporting
	• 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.
	• engagement and / or inclusion survey findings broken down into the protected characteristics and actions arising out of results.
	• staff networks in place and are empowered to drive change.
	• measurement of the effectiveness of D&I training.
	• leadership and governance meetings where D&I discussed
	• public commitment to and leadership accountability for D&I.
	• data driven D&I strategy with actions and outcomes.
	• reporting structure for D&I and monitoring of progress.
Customer and community	• collection of data to understand local community make up and needs e.g. public health, trip attractors, labour market, to inform actions
	• disaggregation of data against protected characteristics/ affected groups.
	• EQIA used to identify and address negative impacts
	• innovation in design to improve access for disabled or older customers.
	• collaborative design with disabled and older customers.
	• use of diverse and accessible communication channels (including online and websites) and monitoring the satisfaction and effectiveness of these.
	• use of diverse and accessible engagement activities and monitoring the satisfaction and effectiveness of these.
	• staff training on understanding diverse needs, accessible services and roads.
	• feedback to consultees.
	• customer impact reports

	• evidence of cycle of direct and regular contact with diverse groups and review of the effectiveness/ satisfaction of these activities. • evidence of learning shared across peers and down supply chain.
Supply chain	• evidence of collaboration across supply chain in delivering D&I objectives and actions. • developing supply chain D&I capability • supply chain understanding what makes services and roads accessible for disabled people. • monitoring D&I activity across supply chain • D&I KPIs for supply chain. • supply chain using own data to drive improvements for change in their businesses. • procurement processes include D&I. • evidence of supplier meetings where D&I is discussed. • supply chain aware of and considering diverse customer and community needs.

Inclusion Action Plan

Scope and Methodology

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

This includes steps and actions to
- to attract, recruit and retain a talented, capable, and diverse workforce that reflects the communities we work in
- create a working environment that enables Staff to perform to their full potential,
- 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 Discrimination Acts and
- develop your own suppliers' capability around D&I.

The IAP is required to be in place within the first 3 months of the contract.

The IAP relates specifically to the [contract **or** framework] and is based on intelligence gathered.

The template IAP is provided below.

The total IAP length does 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 includes
- the objectives – what the *Contractor* wants to achieve,
- current position - where the *Contractor* is at the start of the contract. The *Contractor's* subsequent IAP submissions, across the duration of the contract, provide evidence of improvements against the original baseline position.
- 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 and
- 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*.

If there are few or no reported activities within the IAP during the reporting period, a score is awarded in line with the scoring guidance.

Submissions

In its submission of the IAP, the *Contractor* ensures that

- the plan clearly specifies what [contract or framework] and scheme the *Contractor* is working on,
- its updates are clearly visible (either highlighted or in different colour text) within the update column,
- the updated comments relate to activity completed during the reporting period only,
- 70% of the activities listed have an update,
- it sends its IAP and supporting information which only relates to activity in the plan,
- supporting evidence clearly demonstrates impact/ progress (e.g., referring back to baseline and then where the *Contractor's* IAP is now),
- completed actions which are over 12 months old are removed from the IAP,
- a final IAP submission is required at the end of the [contract or framework] for each scheme to provide a summary of the D&I benefits realised because of delivery against its IAP and
- handover documents include copies of equality impact assessments, key stakeholders and relevant information from its IAP that would benefit those taking over the maintenance of the asset.

Inclusion Action Plan Template

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

INTELLIGENCE	
Objective 1: To attract and recruit a talented, capable, and diverse workforce that reflects the communities we work in **Objective 2: To create inclusive working culture, practices and environments that enable everyone to perform to their full potential** **Objective 3: Consider and value the diverse needs of customers and neighbouring communities at all stages of the framework/ scheme** **Objective 4: Develop wider supply chain capability around D&I**	
Data	
Analysis	
Priorities for Action	

Part One – To attract and recruit a talented, capable, and diverse workforce that reflects the communities we work in

Objective	Current position	Action/ Task to meet requirements	Action due date	Person responsible	Update
1					

Part Two - working culture outline the steps you will take to create a working environment and culture that enables everyone to perform					
Objective	Current position	Action/ Task to meet requirements	Action due date	Person responsible	Update
2					

Part Three - 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 framework/ project					
Objective	Current position	Action/ Task to meet requirements	Action due date	Person responsible	Update
3					

Part Four-— describe how you will develop wider supply chain capability around D&I					
Objective	Current position	Action/Task to meet requirements	Action due date	Person responsible	Update

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 supports the *Client* in embedding D&I 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 itstarget 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 *Client's* metric assessor to confirm it meets the scoring guidance.	8
	An intelligence based IAP is in place and being fully implemented and evidence provided show the difference being made; where the evidence shows qualitative and/or quantifiable difference made and the development of a good practice case study which can be shared widely with the supply chain.	Evidence provided shows the qualitative and quantifiable difference made by the *Contractor* has led to improvements in at least one of the *Contractor's* three main objectives stated within the IAP. IAP and evidence provided are moderated by the *Client's* metric assessor to confirm it meets the scoring guidance.	10

Inclusion Action Plan Final Report Template - For use with section S 261.2.7 of the Scope

INCLUSION ACTION PLAN FINAL REPORT TEMPLATE

Contract start date:		Contractor Name:	
Contract end date:		Contract type (s)	

INTELLIGENCE
Objective 1: To attract and recruit a talented, capable, and diverse workforce that reflects the communities we work in Objective 2: To create inclusive working culture, practices and environments that enable everyone to perform to their full potential Objective 3: Consider and value the diverse needs of customers and neighbouring communities at all stages of the framework/ scheme Objective 4: Develop wider supply chain capability around D&I

Data and intelligence used	
Priorities throughout the delivery of the IAP	

Objective	Action/Task to meet requirements	Summary of outcomes because of actions and tasks focussing on what worked well and what didn't
1	1.	
Objective	Action/Task to meet requirements	Summary of outcomes because of actions and tasks focussing on what worked well and what didn't
2	1.	
Objective	Action/Task to meet requirements	Summary of outcomes because of actions and tasks focussing on what worked well and what didn't
3	1.	
Objective	Action/Task to meet requirements	Summary of outcomes because of actions and tasks focussing on what worked well and what didn't
4	1.	