

FHRG Waypoint Meeting: Q3, 2022

ADEPT / Proving Research Partnership



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Agenda



- Welcome & Introductions (Hannah Bartram)
- Sector News (Dominic Browne, Editor, Highways Magazine)
- FHRG Members Updates (Open Discussion)
 - Individual members news & announcements.
 - Current issues & challenges for highways authorities.
 - Benchmarking fees and charges?
- Human Capital Management Update (Karen Farquharson, Director, Proving)
 - Key messages and outcomes from workshops.
 - Survey update.
 - Next steps.
- Fleet Services Review (Karen Farquharson, Director, Proving)
 - Description of study and opportunities to participate.
- Circular Economy in Road Construction and Maintenance (CERCOM) project
 - Dr Alan O'Connor, Professor, Civil Struct and Env. Eng. Trinity College)
 - Providing best practice by defining a risk-based framework for assessing maintenance options over multiple lifecycles.
 - How to embed this thinking into public sector procurement practices.

Agenda Continued...



- Lane Rentals Scheme (David Latham, Kent County Council)
 - Implementation and challenges.
 - Benefits and learning.
- Comfort Break
- Developing a VFM assessment for framework contracts (Andy Perrin, Director, Proving)
 - Purpose, status and next steps.
- Carbon Profiling & Calculation Toolkit (Simon Wilson, FHRG Research Director)
 - Development progress review.
 - Introduction to the FHRG Carbon Profile Builder application.
 - Building the Carbon Calculation & Accounting Standard
 - Trials with FHRG members.
 - Supporting Live Labs II initiatives.
 - Future stages and getting involved.
- AOB & Next Meeting



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Sector News

Dominic Browne, Highways Magazine



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Member Updates: Open Discussion

Future Highways Research Group

Discussion Points



News from the FHRG members?



Karen Farquharson, Research Leader



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Updated Survey Findings

Human Capital Management Survey

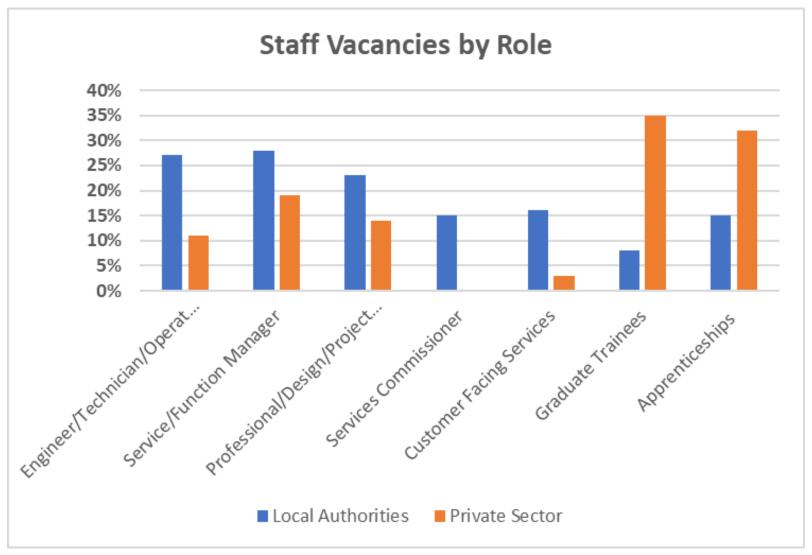
HCM Research Project Current Status



- 31 LHA responses.
- 2 well-attended FHRG workshops to identify solutions.
- Under-40 HCM workshop scheduled for 21 September.
 - 26 acceptances to-date.
- 3 private sector provider responses (further 2 are imminent).
 - Interviews to follow.

Staff Vacancies by Role





HCM Survey Results

30 LHAs (Majority DLO or Mixed Economy) + 3 Private Sector Providers



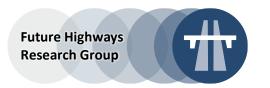
| | Vacancies | | Agency | |
|--|---------------------------|----------------------|--------------------|-------------------|
| Role | Local Authority | Private Sector | Local Authority | Private Sector |
| Engineer/Technician/Specialist/Operative | 27% 16-47% | 11% 7-17% | 18% 2-24% | 3% |
| Service/Function Manager | 28% 12-37% | 19% 11-28% | 13% 12-14% | 4% |
| Professional/Design/Contract Support/Project Managers | 23% 8-32% | 14% 8-22% | 24% 5-50% | 10% 7-12% |
| Services Commissioner/Asset Manager/Planner | 15% 5-38% | - | 5% 2-6% | - |
| Customer Services/Community Engagement/Communications | 16% 14-17% | 3% 2-5% | 1% | 1% |
| Graduate Trainees | 8% (single digits) | 35% (17-56%) | - | - |
| Apprenticeships | 15% 0-23% | 32% 15-61% | - | - |

HCM Survey Findings



| | Local Authorities | Private Sector |
|---|-------------------|----------------|
| Gender Profile - % Men | 76% | 83% |
| Ethnicity Profile, White, European, Other | 84% | 82% |
| Age Profile | | |
| 30 and under | 11% | 19% |
| Between 31 and 45 | 22% | 26% |
| Between 45 and 55 | 34% | 26% |
| 56 and Over | 33% | 19% |

HCM Survey: Interim Findings Continued...



- Top 4 reasons provided as difficult to recruit:
 - Pay and conditions (97%).
 - 2. Fewer people choosing a career in the public and highways sector (85%).
 - 3. Competing opportunities within the sector (90%).
 - 4. Lack of skills and experience (specifically private sector).
- The majority advertise vacancies via their organisation's website, plus top-up through recruitment agencies.
- 92% LHA respondents said the skills shortage impacted on the choice of delivery model.
- All private sector providers said it was a consideration when deciding which contracts to bid for.

Status of Local Highways Authority Sector



External Sector Challenges

- Cost of living crisis.
 - Scale of pay is becoming even more critical for staff, particularly for the lower-paid.
- Increasing difficulty recruiting even agency staff.
- Inflation and energy crisis operating costs 20%+.

Steady progression to 'Mixed Economy' operating and delivery model.

- Scale and structure varies from authority to authority.
- Move is often out of necessity rather than preference.
- Member pressure to bring re-active maintenance back in-house.

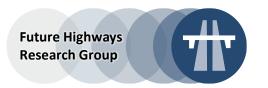
Increasing lack of suitable, local training providers.

- Closure of groundworkers apprenticeships.
 - Derby College terminating all apprenticeships mid-course due to a lack of professional trainers.

Many LHA's are progressively de-skilling.

- The roles that are seen as challenging and interesting have largely been outsourced.
- Evidence that a purely engineering background may lead to reduced career progression at the very senior levels of local government.
 - Increasing requirement for experience of 'place' and/or 'environment'.

Status of Local Highways Authority Sector



- Recognition that the service needs an adequately resourced and intelligent client / commissioning team.
 - Commercial and strategic acumen to maximise the VfM realised from external contracts.
 - Increasing emphasis on effective stakeholder management skills.
 - Member engagement.
 - Local knowledge and understanding (Communities, network, priorities and constraints).
 - A small client team makes recruitment more challenging.
 - Visible lack of career progression.
 - Absence of a team can make it a 'lonely' place to work.



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HCM Solution Candidates

Human Capital Management

HCM Challenges – Longer-Term Options



Potential Options (Local Authority Perspective)

Raise the Profile /
Attractiveness of Sector

Increase diversity. Attract from a larger pool of potential resource.

Redefine the roles and opportunities. (Skills, qualifications, background)

Early and active promotion within schools / colleges / universities / apprenticeship schemes

Talent Development 'Grow Your Own'

Training and support will be required.

(Cost and resource implications)

Ensure continued skills development and career progression to retain staff.

Promote the benefits of working for local government.

(vs. higher salary)

Skills Sharing (between LHA's, through Alliances)

Jointly acquire specialist resources, and share knowledge.

Historic reluctance at both member and officer level.

Ensure equitable availability of resource between authorities.

Strategic Private Sector Engagement & Collaboration

Move to a Mixed Economy / Commissioning Structure.

Requires an intelligent, commercial and strategic client to help ensure a mutually beneficial arrangement.

Consider partnerships with specialist (non-traditional) providers.

All options require significant resource and effort to successfully develop, implement and maintain.

HCM Workshop: Proposed Solutions



- Better promote the benefits of working for local government.
 - Flexible working, job security, pensions.
 - Working for the benefit of the local community and environment.
 - May help to attract younger people.
 - Supportive working environment.
 - Return to work (parents / carers).
 - Disadvantaged backgrounds.
 - Career progression / Grow-Your-Own
 - Offer a range of experience and skills development.
 - Support portfolio careers and mid-point career change.
 - Educational support (payment of professional fees).
 - Skills development (in future technologies).
 - Mentoring and training of critical.
- Appeal to a greater and more diverse population.
 - Dedicated recruitment officer / professional recruitment agency.
 - Re-consider the channel, placing and content of communication.
 - Use of professional videos and advocates that reflect diversity.
 - Re-design job advertisements (language, length, process).
 - Recruitment based on practical skills and aptitude vs. qualifications and interview technique.

HCM Workshop: Proposed Solutions



- Improve the quality, content and accessibility of training programmes.
 - Focus on needs of LHA's.
 - Emphasis on political and community obligations.
 - Source and structure of funding and investment for improved training.
 - Role for Highways Alliances / Industry Bodies (CIHT & ADEPT).
 - Role of the FHRG?
 - Future partnership with Private Sector?
- Regional and sector promotion in conjunction with local authorities.
 - Encourage movement within sector.
- Additional suggestions from Private Sector
 - Access to unspent apprenticeship levy.
 - More schemes like Kickstart.
 - Remove GCSE qualification for apprenticeships where not essential.

Next Steps



- To fully understand the drivers for under-40's in choosing to work (and stay) for a LHA.
 - Workshop scheduled 21st September.
- Further explore and define the structure, content, provider and funding of a comprehensive training programme, focused initially on operatives.
 - Identify and document good and successful practice.
- To identify and document successful 'Grow-Your-Own' initiatives.
 - What has worked and why.
- Interviews with private sector providers.
 - Identify other initiatives that would be benefit local authorities and the wider-sector.



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Fleet Services Review

Karen Farquharson & Paul Rusted, Research Leaders

Fleet Services Review



- Proving is undertaking an in depth review of Fleet Services for Nottingham City Council.
 - Fleet Procurement
 - Fleet Maintenance
 - Fleet Compliance
- Issuing a comprehensive survey across the sector, including:
 - Fleet Profile, Fleet Performance, Inflation, In-House Operation v Outsourcing, Fleet Structure and Resources, Vehicle Replacement Programme (VRP) Rent versus Buy, Ultra Low Emission Vehicles (ULEV) versus Internal Combustion Engine (ICE), Telematics & Taxis
- Request to FHRG members to provide contact details of colleagues responsible for Fleet Services and encourage them to contribute.
- All survey results, including Notts City Council will be shared with participants.
- Survey to be issued in October 2022, review to be completed December 2022.



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Circular Economy: Road Construction & Maintenance

Professor Alan O'Connor, Trinity Research, Civil Struct & Env. Eng. Director, CERCOM



Research Driven Solutions

Future Highways Research Group

• Research Driven Solutions Ltd. is an SME using research results to solve practical problems in the areas of transport and critical infrastructure.



PROBABILISTIC SAFETY
ASSESSMENT OF
STRUCTURES



STRUCTURAL HEALTH
MONITORING



RISK AND RESILIENCE ASSESSMENT OF INFRASTRUCTURE



SUSTAINABILITY AND CIRCULAR ECONOMY



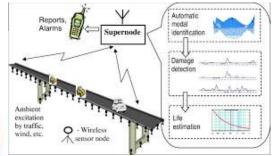
DYNAMIC ANALYSIS OF STRUCTURES



LIFE CYCLE ANALYSIS















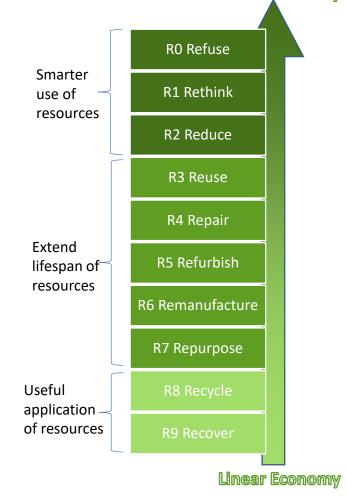
https://cercom.project.cedr.eu

LinkedIn

https://www.linkedin.com/company/cercom-circulareconomy-in-road-construction-and-maintenance/

Twitter:

https://twitter.com/_CERCOM















Circular Economy in Road Construction and Maintenance



Best practice

An inventory of the systems / approaches appropriate at different stages of the journey towards circularity



Risk based analysis framework

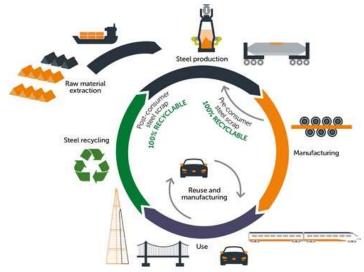
A framework and suitable KPIs supporting the lifecycle assessment of resource use and impacts



Resource and training

Guidance, training seminars and on-line materials for managers and practitioners









WP2 –Development of best practice procurement approaches

WP3 – Risk based analysis framework

WP4 – Validation and demonstration of developed process

WP5 – Support for implementation

- Where are we, where do we want to go and what's stopping this now?
- Developing processes to help us get there
- Case studies
- Testing the process

- Developing training materials
- Helping NRAs put the process into practice















WP2 – Development of best practice procurement approaches



Definition

RE & CE in the context of road construction & maintenance.



Practice

How NRAs implement RE & CE - understand enablers and barriers.



Future Trends

General & relevant transferrable knowledge from other sectors.



Inventory

Approaches to meet NRA needs at different stages of circularity journey.



Data

Data availability management systems to quantify and assess performance.



Refine Scope

Refine scope of future work packages.





Circular Economy and Resource Efficiency means, by design:

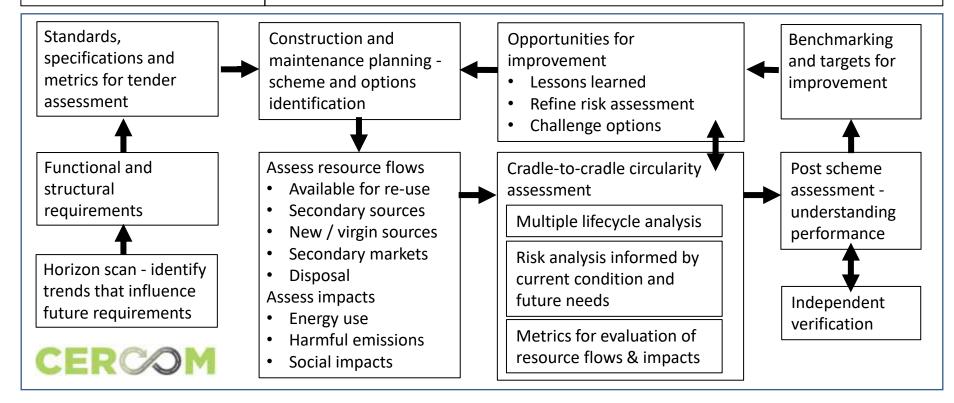
- Minimising consumption of natural resources
- Designing out waste and keeping resources in use and at their highest level of utility
- Optimising the value obtained within each lifecycle
- Improving environmental performance and contributing to societal development





Process framework for circularity in highway construction and maintenance

- Minimising consumption of natural resources
- · Designing out waste and keeping resources in use and at their highest level of utility
- Optimising the value obtained within each lifecycle
- Improving environmental performance and contributing to societal development





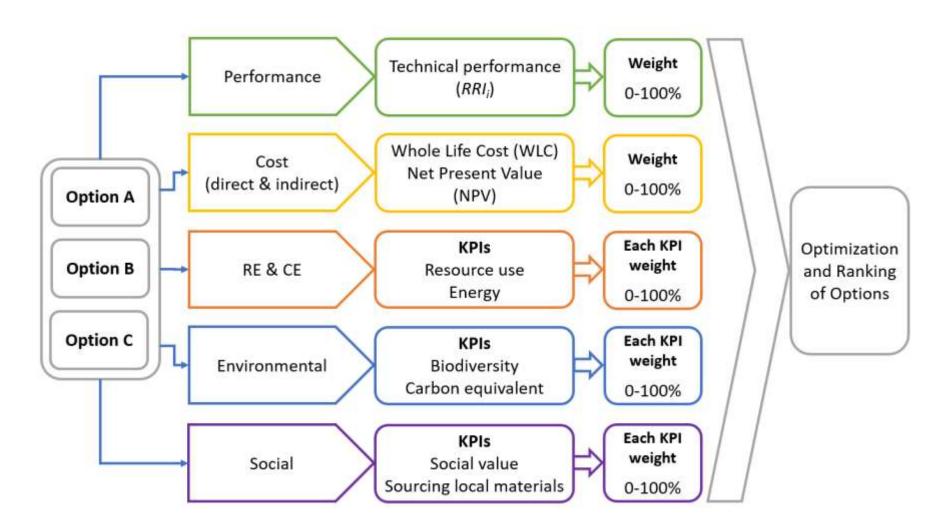


WP3 – Risk Based Analysis Framework





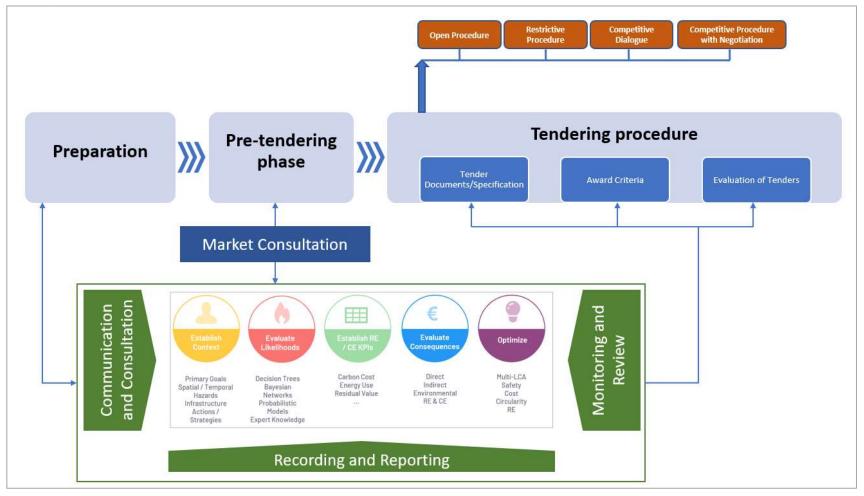








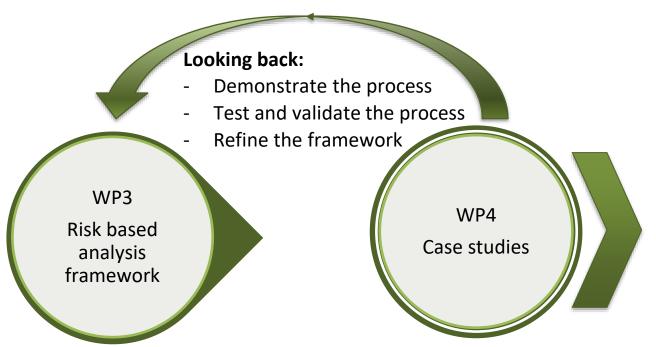
WP3 - Integration into public sector procurement practices







WP4 – Case Studies



Moving forward

- Evaluate the performance of various technologies
- Data requirements
- Output sensitivity
- Effectiveness of the indicators (KPIs)





Case study I: Maintenance options for asphalt pavements

<u>Aim:</u> Assess the **technical**, **economic** and **long-term environmental** viability of several technologies that align with the **principles of RE & CE** (such as preservation techniques to service lifetime extension, use of asphalt containing high-recycled content, secondary resources and/or alternative materials) and are used in pavement rehabilitation and maintenance operations.











Case study II: Recycling concrete technologies

<u>Aim:</u> Assess the technological developments for recovery of pure concrete fractions and their ultimate use as raw material in the maintenance of road infrastructure (for example in the application of concrete overlays).









Case study III: A strategic approach to CE and RE

Aim: To demonstrate the strategies that can be adopted by NRAs to embed principles of RE and CE in their organisation and supply chain. The main part of the case study will focus on methods such as pathfinder projects, supply chain workshops, including CE concepts in Standards, integrating design and procurement, cataloguing opportunities and the possible role of a Resource Exchange Mechanism. It will identify the initiatives that have been successful in catalysing change and lessons learned. The second part of the case study will be to explore how the risk-based approach developed in CERCOM can be integrated to add value to this approach.







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ANALYSIS / RESEARCH

www.highwayemagazine.co.uk.



The Circular Economy in Road Construction and Maintenance ICERCOMI consortium brings together leading European researchers, academics, engineers, and consultants, who are well placed to deliver on the resource efficiency (RE) and circular economy (CE) objectives of the Transnational Road Research Programme Call 2020. Here they discuss the launch of their research project

content of critical prome is not new and appeared as a potential policy goal in the late. 170s: While the need

to adopt the concept has gained in importance, practical implementation has been bimited generally, including in the highways sector.

Achieving the trensformation has been afficult without a specific and detailed plan, supported by lagislation. A prerequisite for progress is a clear definition of CE and what - efficiency and transforming to a circular it means for highways authorities. This is no easy task, as currently there are over 200 definitions of CE. Also, while recycling resource efficiency and utilisation of wester materials in powement lovers, consistent with the principles of CE, are not new to highway authorities, they provide swip part at the selection. Recycled payerners will require targe resource inputs, including energy and his recycling options sent for many of the other asset classes.

To transform from the current linear

to a triale circular accretion, there is reed. to condition a common and workship interpretation of CE as applied to highways and its role within infrastructure delivery. This must be reflected in changes to arpovement practices and improved communication with the suggly chain to achieve a reduction in the consumption of resources, greater rouse and designing all woods out of the system.

To address sorve at the challenger associated with improving resource. economy, the Conference of European Road Directors ICEDRI issnobed the Transpartienal Road Research Programme Call 2020, managed by the Danish Road Directorate

They have recently awarded research projects covering the following topics: A. Measuring and managing performance S. Public procurement to fewer cocular.

C. Material research for reads the infrastructure

The serv of this programme is to accelerate the transition of the highways sector in Europe, from linear economy, lists resource efficient corollar economy.

GIDDH countries are facing converon leaves with large arresets of words, use of virgin materials, nature loss and climate

accounts for significant resource consumption and generates large quantities of wests. As such, read owners reset to play their part in ensuring sustainable resource use, bacoming more material efficient, reusing, and repairing before recycling, and employing more rereseable and biodegradable materials. The move to CE will therefore imply

professed changes in matters such as organisational and business models, the has in fair decision-making, manufacturing and construction processes. Hawayer, if authorities combine offerts and harmonic

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ANALYSIS / RESEARCH

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standards, if will enable the construction sector to take the necessary steps. CERCOM is one of the projects awarded.

by CEDR, covering topics A and B above. The CERCOM preject will be delivered by a consenture of expents and will. determine where road authorities are on the transition to cirtular economy, seeking to understand the barriers and enablers to go further.

An innovative aspect of the project will be the development of a risk-based framework and management had to facilitate a step change in the adoption of RE and CE principles in procurement and multi-libroycle management across Europe. The team will anguge widely to understand stakeholder monts. director technical solutions, and provide resources to support read authorities in this transfermation.

The move to CE will. imply profound changes in matters such as organisational and business models, the basis for decision-making, manufacturing, and construction processes

The challenges of actioning this are recognised. For example, economic analysis will need to take a broader the estilements, wiley to xormittee with have to be appropriately addressed and multiple lifecycles must be considered

If will require receivation approaches to constituation and maintenance to be adopted that may, as yet, have little by way of track record. It is proposed that risk analysis is a useful and appropriate test in this regard. Already accepted to optimise infrastructure Sfecycle performance, it offers in a statistically appropriate manner the fromework to reads) the uncertainties expectated with developing and educting the principles of RE and CE.

As the project develops, case studies. will test the salidity of the risk-based approach over a runge of technical áreas Inow restorial applications, recycling, and innovative technological at different levels. of densingment and maturity. A sensitivity analysis will be undertaken to evaluely the robustness of the model results. identify the model boundaries Isensitivity to uncertain parameters), and assess

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CERC

the availability and reliability of the input date. The analysis of the case studies will uncover the difficulties and highlight the apportunities for the implementation of RE and CE principles

To complete the preject, a resource pack and training materials will be developed and delivered to support road authorities in achieving transformational change in their approaches to RE and CE. The knowledge transferred will enable road authorities to adopt circular procurement in their specifications, delivery and down-stream operations of road infrastructure maintenance and management. As a result, ME and SE car bacens inherent in public procurement and not as 'add-on' @

The CERCON cansortium comprises: had Man-S'Conner and Prof Eugene O'Sries of Breef and Dr Francesco Oi Male of Soft Distered Technology (NotherLands): Martin Lants: St Vijog ondas, Or Helen Visor and Childeles Making of et schol through Maple Consulting EVEL and Lagar West Kart, Heads Tred Larsen, Dia-Grans Vederanor, Claus Ventergand Webset and Maria waged Spean of the Book Selectories in the

lighteups will feature regular updates on the regact and the progress CEDIT is making to this area. Further project information can be found d briter. Messer cody author codi 7609 resource

AUD / SEP 2021





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Kent County Council: Lane Rental Scheme

David Latham

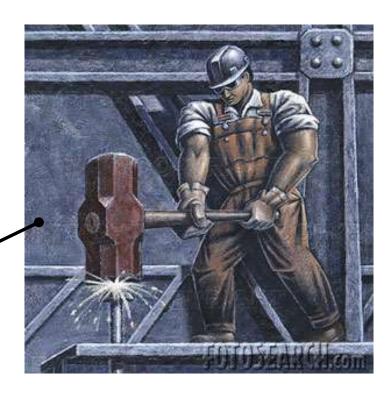


Lane Rental an introduction



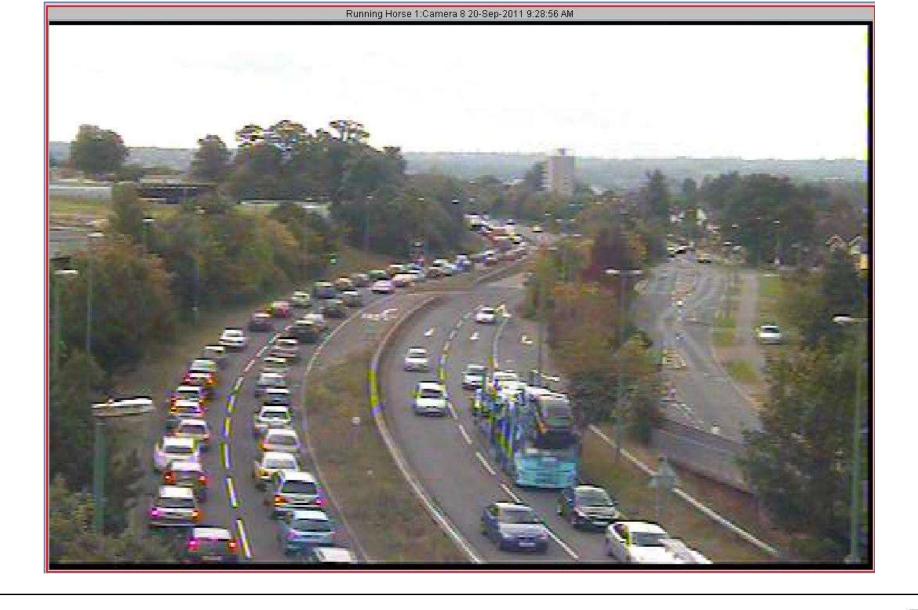
Sledge hammer





Tack hammer





Drive innovation in the most difficult locations









Kent Permit Scheme

Traffic Management Act 2004



Kent Lane Rental Scheme Implemented 28 May 2013







 KLRS Charge Band
 Full road closure
 Lane closure

 1
 £2000
 £800

 2
 £2000
 £400

 3
 £1600
 £600

 4
 £1600
 £300

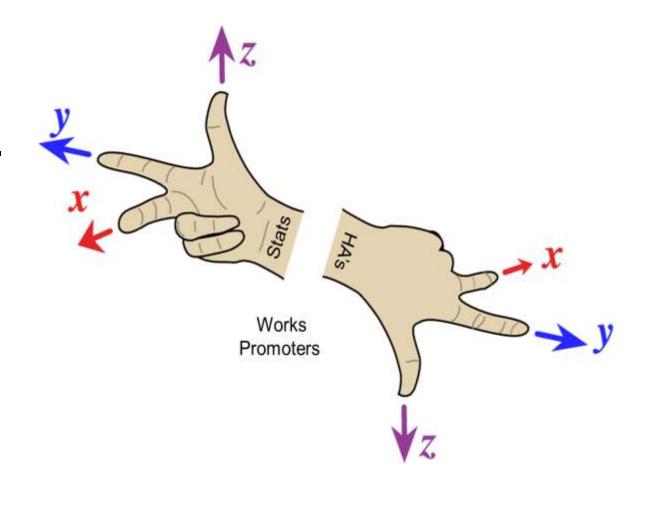
Routes are a mix of core, Seasonal, and term time.

Kent Lane Rental Scheme extent and Charge bands



Lane Rental Schemes:-

- Must be end result focused.
- Must be proportionate.
- Must be evidence based.
- Must be jointly developed.
- •Must be developed to be workable, practical, fair and effective.



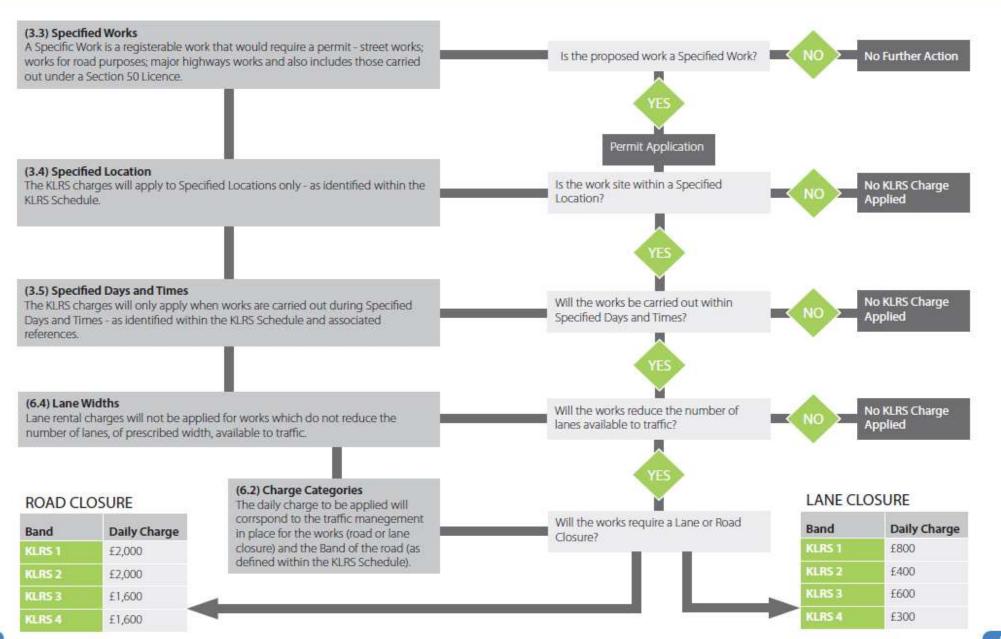


To encourage;

- reducing the length of time that sites are unoccupied, and hence total works durations;
- Improvement of planning, coordination and working methods to maximise efficiency;
- carrying out more works outside of peak periods, reopening the highway to traffic at the busiest times and/or making greater use of evening or weekend working where the local environmental impact is acceptable;
- optimising the number of operatives on site to enable works to be completed as quickly as possible;
- Completion of works to the required standard first time, reducing the need to return to the site to carry out further works











Thinking differently





Tonbridge Road, Maidstone Two Gas leaks repaired on 2 separate nights using SGN's Core & Vac (keyhole surgery).

job

What would have been a full week of temporary traffic lights and delays to Maidstone took place over 2 nights with no day time obstruction



Innovative new technology





Outside the box solutions





Upper Stone Street, Maidstone Emergency cable repair work started at 18.00 hrs. under a lane closure (initial duration 8 days).

A dialogue with the UKPN supervisor and site visit to explain Lane Rental and that charges would apply from day 3 (£800 a day). Result - fully completed reinstatement and lane reopened by 16.30 on Day 2. This reduced rush hour traffic delays to in effect only 1 day.

Repairs are being completed quicker and hence causing less congestion

The average occupation time for urgent and emergency works that cause congestion on the KLRS road network at traffic sensitive times has dropped.

From 5 days to 3 days.



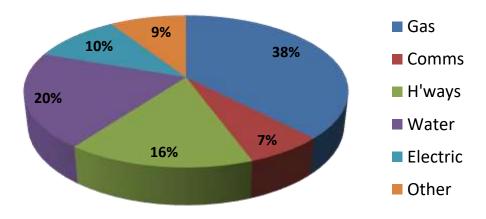


Therefore less is more

- Pre Lane Rental industry revenue liability circa £9 million
- Predicted 1st year revenue liability circa £5 million
- Actual 1st year revenue £900,000



% age split on revenues paid by promoter type







Surplus revenues are applied towards initiatives that are associated to the objectives of the KLRS, within;

Transportation

Enabling infrastructure;

Industry practices and research & development.

The Governance Board evaluate opportunities or requests for the application of surplus revenue and is comprised of; representatives from the Joint Utilities Group (comprising one each from water, gas, electricity and communications); representative from KCC Highways and Transportation (Promoter); representatives from KCC as Permit Authority (Chair); a KCC Treasurer.



Surplus revenue & Governance Board



The Kent Lane Rental Scheme - Innovation Fund

Report on Surplus revenue, Bids received, and Bids Granted June 2013 to October 2020

Surplus Revenue Received

| Surplus revenue June 2013 to 31 March 2015 | £641,334 | |
|--|-------------|-----------------------------------|
| Surplus revenue April 2015 to March 2016 | £1,462,421 | Up to October 20 34 approved bids |
| Surplus revenue April 2016 to March 2017 | £2,054,073 | amounting to £3,500,000 |
| Surplus revenue April 2017 to March 2018 | £1,694,607 | |
| Surplus revenue April 2018 to March 2019 | £2,678,980 | |
| Surplus Revenue April 18 to Oct 2020 | £1,179, 984 | |



Thankyou and Any questions





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Coffee Break 10 Minutes



Framework Contracts

Andy Perrin, Research Leader



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Programme Overview



- Rationale & Purpose
- Programme Structure
- Partners
- Timescales
- Deliverables

Carbon Calculation & Accounting Standard (CCAS) & Carbon Profile Builder

Simon Wilson, Research Leader



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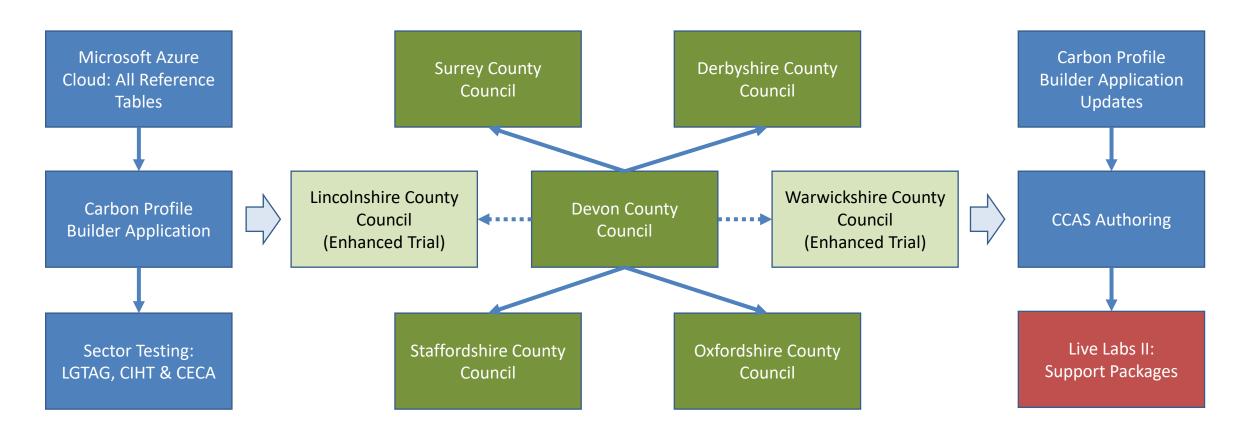


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Progress Update





Method Demonstration



• Carbon Profile Builder...

Key Questions

Rationale for the Carbon Calculation & Accounting Standard



- Do you think the goals of the FHRG programme are valid?
- Does a centralised and standardised foundation data set work?
 - Or would you prefer to build an organisation specific toolset?
- Have you selected a carbon calculation toolkit?
- What is your internal state of readiness for carbon accounting?
- What is your current supply chains' state of readiness?

Key Sector Questions

Granularity & Reporting Accuracy



- Cost-Based Carbon Accounting: £ 3M spend multiplied by carbon factor.
 - Between 20% and 30% accuracy unacceptable.
- Three acceptable methods:
 - Report annually by scope.
 - E.g. a vehicle travels 12,000 miles a year multiplied by the emissions factor.
 - Or, total asphalt purchased multiplied by emission factor.
 - Poor use analysis.
 - Activity based: using template profiles.
 - E.g. A reactive maintenance team fills 18 potholes per shift,
 - ...we have 8 reactive maintenance teams completing 305 shifts per year,
 - ...multiplied by the reactive maintenance carbon profiles emissions factor.
 - Repeated for all standard work profiles (cyclical, reactive and winter maintenance).
 - Single instance profiles are completed for schemes and capital programmes.
 - Good accuracy (>80%), low resources demand.
 - Activity based: creating individual profiles for each instance.
 - Excellent reporting granularity and accuracy, hugely time consuming and resource hungry.
- Which method works best for you?

Key Sector Questions Capability & Capacity



- Who is tasked with creating and sustaining service-level carbon footprint reporting?
 - Within your organisation?
 - Are there other resources assigned within your authority?
 - If so what are the reporting responsibilities / boundaries?
- Do you, as highways SMEs, believe you have sufficient understanding of this subject?
 - What do you think needs to be done to improve internal capability.

Key Sector Questions Activity Based Carbon Accounting



- Is the activity based carbon accounting method suitable for your organisation?
- Does an activity profiling tool help in identifying:
 - Scope of highways activities?
 - Reporting roles and responsibilities?
 - Areas requiring carbon profiles?

Key Sector Questions

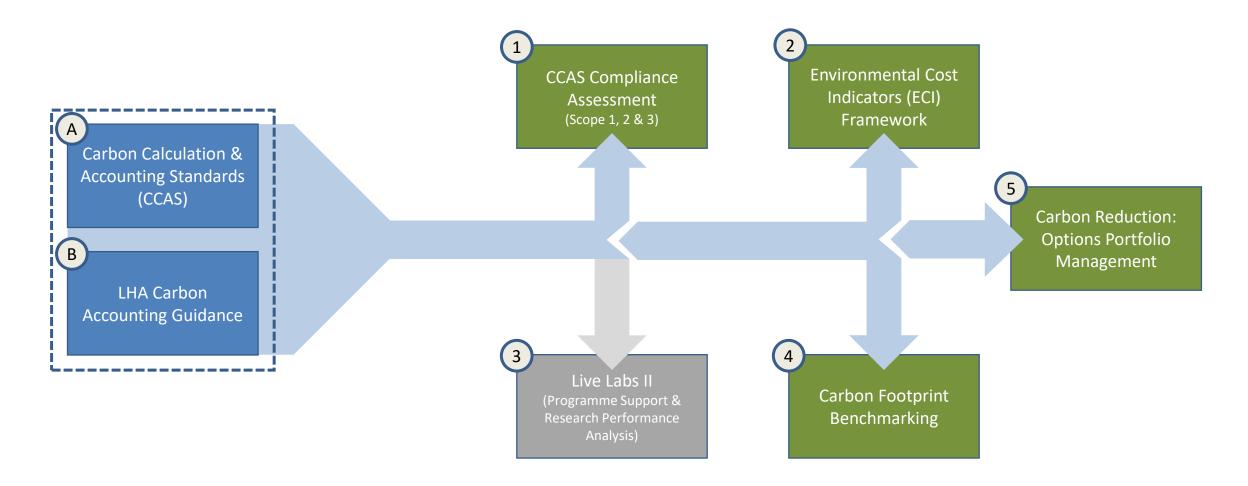
Standard Activity Profiles



- Are standard, tailorable profiles useful to you as a launchpad?
- Do you have sufficient data to tailor / create profiles for each GHG category?
 - Purchased Services
 - Materials
 - Vehicles, Plant & Equipment (VPE, Using Combusted Fuels)
 - Transport (VPE, Materials & Waste)
 - Waste
 - Travel (Business & Operative Commuting)
- Will your provider assist in creating the carbon profiles?
- How sensitive is your provider regarding:
 - Carbon data sharing?
 - Costs sharing?

Future Phases







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Live Labs II: Support Package



Currently in design...

This will include:

- Implementation of an enhanced version of the Carbon Calculator & Carbon Profile Builder.
- Baseline carbon position assessment.
- Live Labs II: Experimental Profile construction and verification.
- Independent waypoint assessments.
 - Currently planned as one per year + end of programme carbon saving statement.
- Dissemination and peer review within the FHRG community.
 - Including an assessment of future sector / market potential.



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