

Future Highways Research Group

# FHRG Waypoint Meeting: Q3-II, 2023

Virtual Meeting: MS Teams

**ADEPT / Proving Research Partnership**



Decision Equipped.

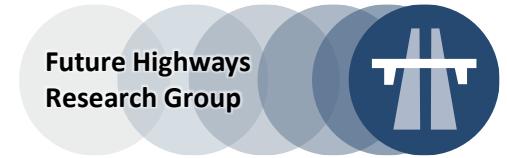
**proving**

**ADEPT**

Association of Directors of  
Environment, Economy, Planning & Transport

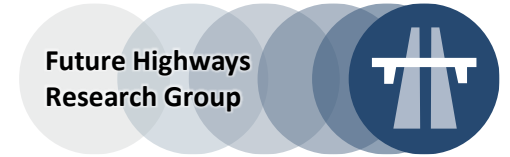
**Highways**  
PART OF TRANSPORT NETWORK

# Agenda



- **Welcome, Introductions and ADEPT Update (Hannah Bartram)**
- **Sector News (Dominic Browne, Editor, Highways Magazine)**
- **FHRG Members (Open Discussion)**
  - Critical current challenges.
  - Sharing best practice.
- **Building and maintaining resilience in the place workforce.**
  - *Donna Hitchcock, Colas & Mark Saunders, Colas*
  - Gen Z Recruitment Campaign Concept.
- **Commercial acumen and contract Management (Paul Rusted).**
  - Effectively procuring and managing contracts.
    - Equipping commissioners with the commercial skills.
- **Comfort Break**

# Agenda Continued...



- **Sector Technical Update** (Helen Bailey, Driven).
- **CCAS & Carbon Analyser** (Simon Wilson).
  - Pioneer group update.
  - Tour of the CCAS guidance document.
    - Options for carbon calculation.
  - Tour of Carbon Analyser (Release Candidate II).
    - New NICS: now online.
  - Future development programme.
- **Date of meeting and AOB.**
- **Close.**



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Welcome & ADEPT News

Hannah Bartram





Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Sector News: Highways Magazine

Dominic Browne, Editor



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Member Updates: Open Discussion

## Future Highways Research Group



Future Highways  
Research Group



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Human Capital Management: Retention & Attraction

Donna Hitchcock & Mark Saunders (Colas)



**BUILDING AND MAINTAINING RESILIENCE  
IN THE PLACE WORKFORCE**

***‘RETENTION &  
ATTRACTION’***

Donna Hitchcock  
Executive Director, HR - Colas



# INTRODUCTION

At the Autumn Conference, we held a series of workshops relating to workforce issues in place, building on the Future Highways Research Group (FHRG) report on 'Human Capital Management'

The **TOP 4** issues as voted were:

- Staff retention
- Attracting young people to 'Place'
- Equality, Diversity, Inclusion
- Future skills/ jobs

Further exploration through round tables

1. Recruitment & Retention

3 May - Oxford

2. EDI & Future skills

29 June - Chester

**ADEPT**





# DEVELOPING A STAFF RETENTION TOOLKIT

Roundtable 1

## WE LEARNED

- Human relationships/bonds are important
- Pandemic lock downs have profoundly affected the workplace, forever
- People need reasons to stay as well as leave
- It's not all about money

## WE NEED

- Sense of achievement, ability to have an impact and a celebration of success
- Career pathways and variety, even if away from current organisation (secondments)
- Support for health & wellbeing



# SHARE YOUR GOOD EXPERIENCES/ CAMPAIGNS



## HELP TO BUILD THE GUIDE

- It will have tips, tools and case studies
- 'Great' practise not 'Best' practise
- It will be a living document
- Contributions welcome  
Send to [jo.oliver@colas.co.uk](mailto:jo.oliver@colas.co.uk)
- It will be available from mid-July

GET  
INVOLVED!



# DEVELOPING A RECRUITMENT CAMPAIGN TO ATTRACT ‘GEN Z’

Roundtable 1

## WE LEARNED

- The 'Place' sector is struggling to attract and retain young (16-25) and diverse talent.
- Even if young people found 'Place' and available roles, it wouldn't resonate

## WE NEED

A recruitment campaign, which raises awareness of roles in Place and encourages young people to enquire and apply



## RESEARCH

During our discussions, and desk-based research we found 4 key findings

### 'Place' doesn't land

The majority of people in general do not know what the term 'Place' means and young people in particular do not understand nor relate to this phrase.

### Not considered aspirational

Young people don't see working for the Local Authorities as aspirational for a number of reasons.

E.g. Boring/politics/bad reputation.

### Living in different worlds

Young people and the 'Place' industry are communicating in different realms.

E.g. LinkedIn/Guardian vs Tiktok/Youtube).

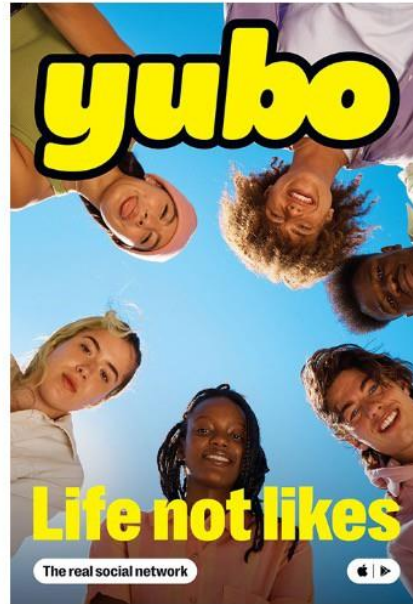
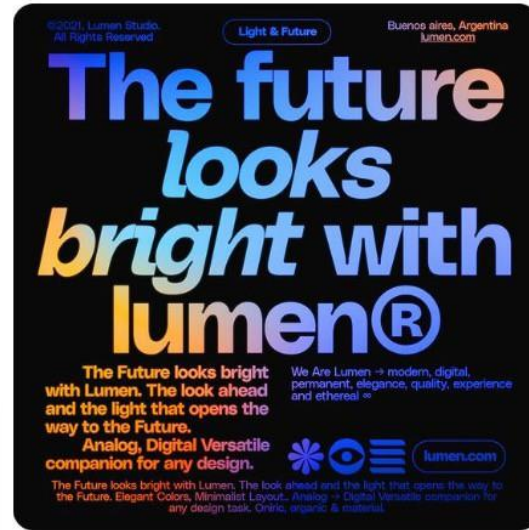
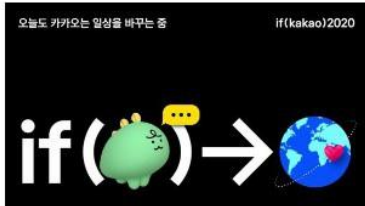
### Emphasis on the visual/experience

The current aesthetics of the Local Authorities don't cut it with Gen Z who are used to more stimulating design and seamless experiences.

# ADEPT



## THE VISUAL WORLD OF GEN Z





# THE VISUAL WORLD OF 'PLACE'

**National Careers Service**  
[Explore careers](#) [Skills assessment](#) [Find a course](#) [Contact us](#) [Action plans](#) [Careers advice](#)

**BETA** Complete an independent survey to [give us feedback](#) about our website.

**Seasonal work: advice for finding work this summer**

Home: [Explore careers](#) > Bin worker

## Bin worker

Refuse collector, waste operative, recycling collector, bin loader

Bin workers remove waste and recycling from homes or businesses.

Average salary (a year)      Typical hours (a week)      You could work

£17,000 (Starter) — £25,000 (Experienced)      38 to 40 a week      evenings / weekends / bank holidays on shifts



**LG jobs.com**  
Local Government jobs

**Chief Executive**

[Apply](#)  
[Bookmark job](#)

Forest of Dean District Council

- Coleford / agile working
- Permanent
- Up to £110,000 per annum
- Published on 5 May 2023

Search more jobs >

Share this job now  
[f](#) [t](#) [in](#)

< Go back

**Forest of Dean**  
DISTRICT COUNCIL

## Chief Executive

Up to £110,000 per annum

**An exciting time to join Forest of Dean District Council**

Our district is already a special place, but we need to do more to sustain and enrich our area by making it an even better place to live, learn, do business and enjoy.

To do this successfully we need to build on its rich cultural and economic heritage and to nurture the area, its unique natural environment and amazing people. We want the Forest of Dean district to be a place where residents have a fantastic quality of life and feel secure in their communities - creating a draw for industry to nestle amongst the wild spaces.

A modern, connected Forest with deep cultural roots and a proud history. So join us to celebrate this wonderful area, its towns, its communities, and help them thrive, by delivering good quality well paid jobs, enhancing its education provision, improving housing options and the social mobility of our young people.

**About the role**

As Chief Executive, you'll be a pivotal part of the representation, promotion and orchestration of the District Council in delivering social, economic and environmental wellbeing of the area.



We've moved...  
**Click here**   
to visit our  
**new jobs**  
**website!**

  
**EASTSUFFOLK**  
COUNCIL  
Suffolk Jobs Direct





**ADEPT**



GIVING THE FEELING THAT  
LOCAL AUTHORITIES ARE

# OLD FASHIONED

from a GEN Z perspective

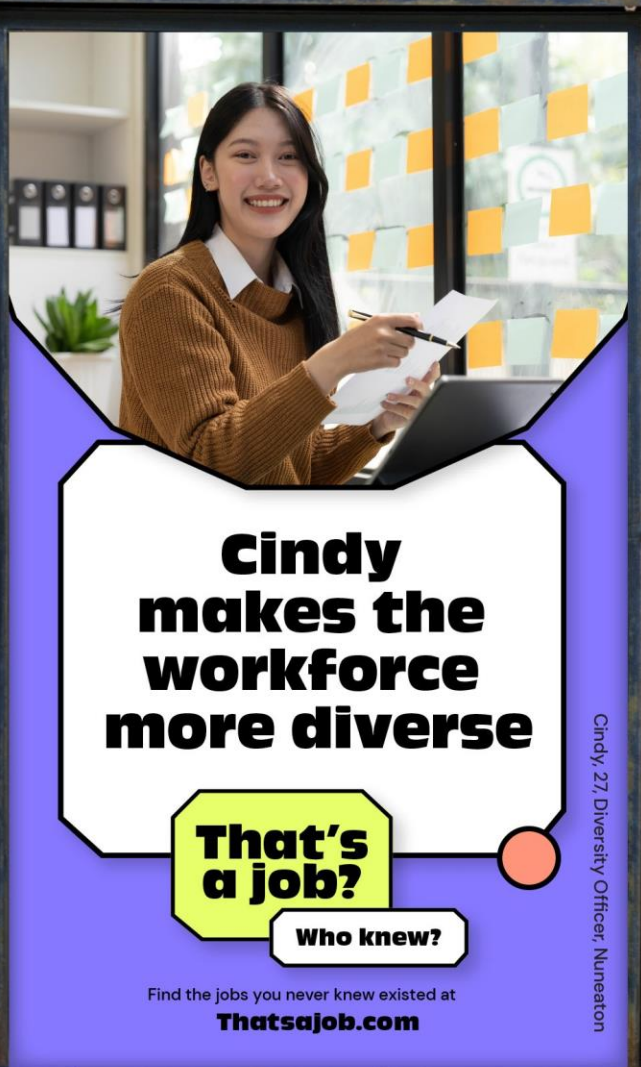
**That's  
a job?**

**Who knew?**

# Youtube Shorts/Tiktok ads







**Cindy  
makes the  
workforce  
more diverse**

**That's  
a job?**

**Who knew?**

Find the jobs you never knew existed at  
**Thatsajob.com**

Cindy, 27, Diversity Officer, Nunneaton



1307 01

Jamie, 35, Tree Surgeon, Sheffield

# Jamie climbs trees for a living

That's  
a job?

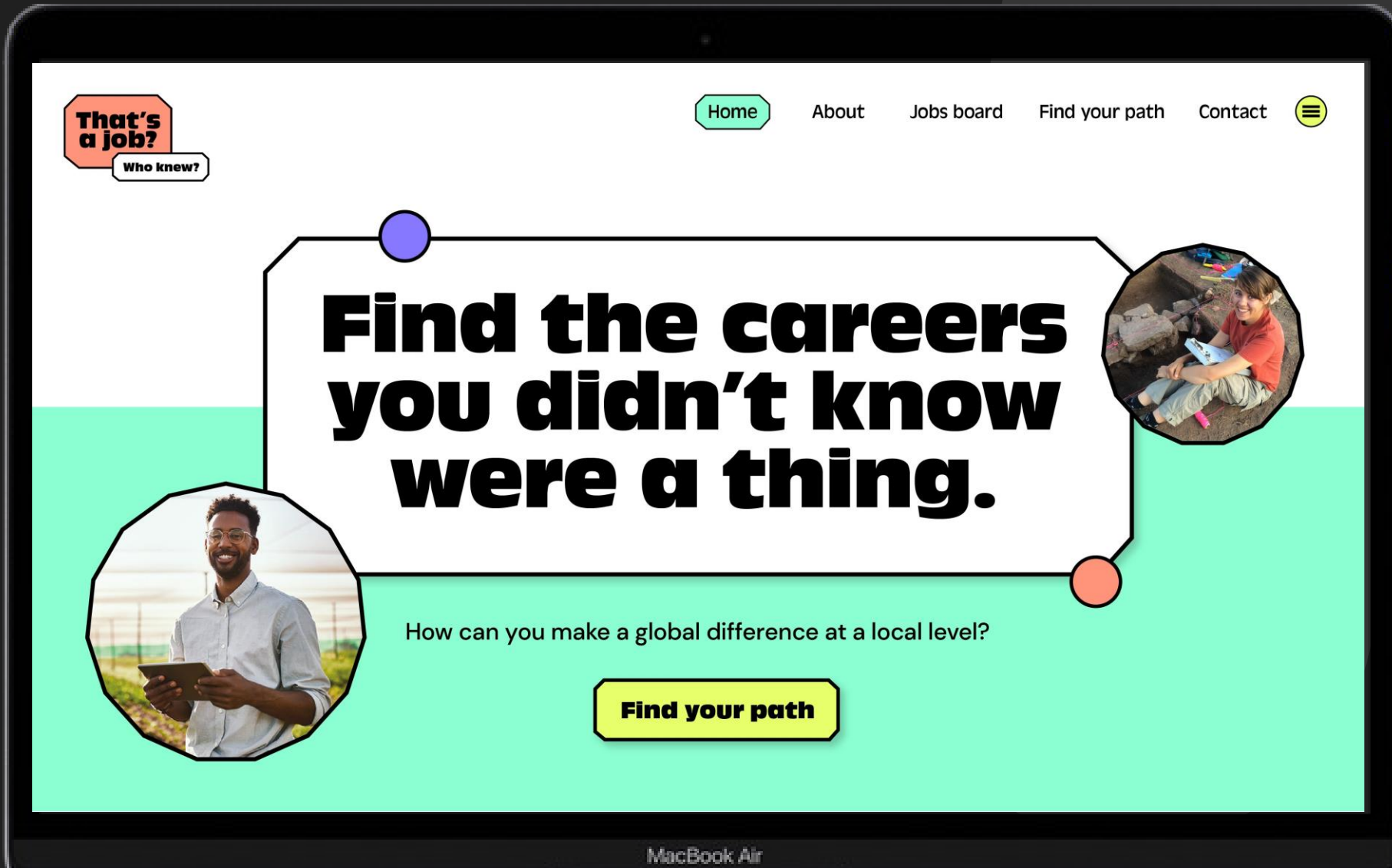
Who knew?

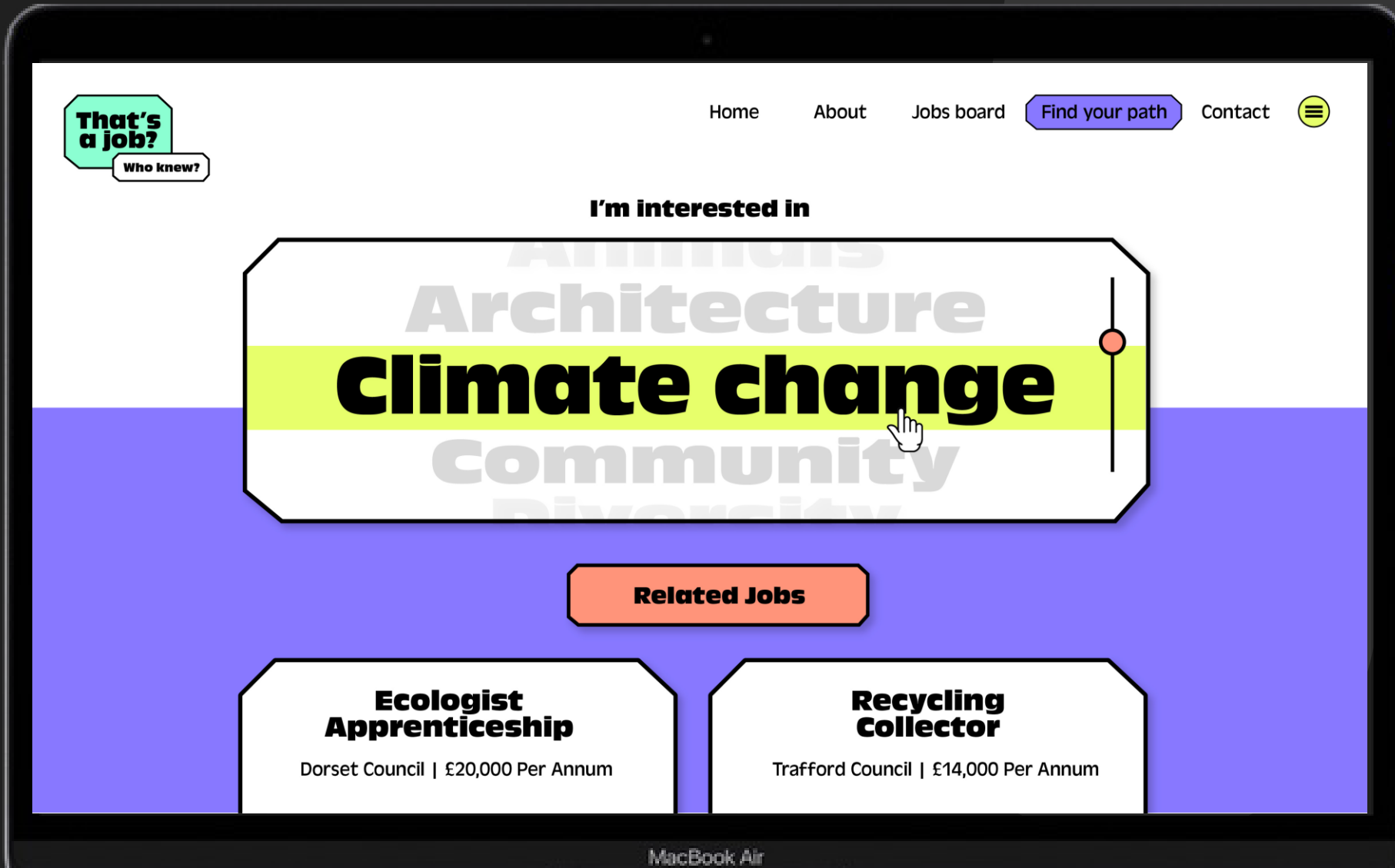
Find the jobs you never  
knew were a thing at  
**Thatsajob.com**

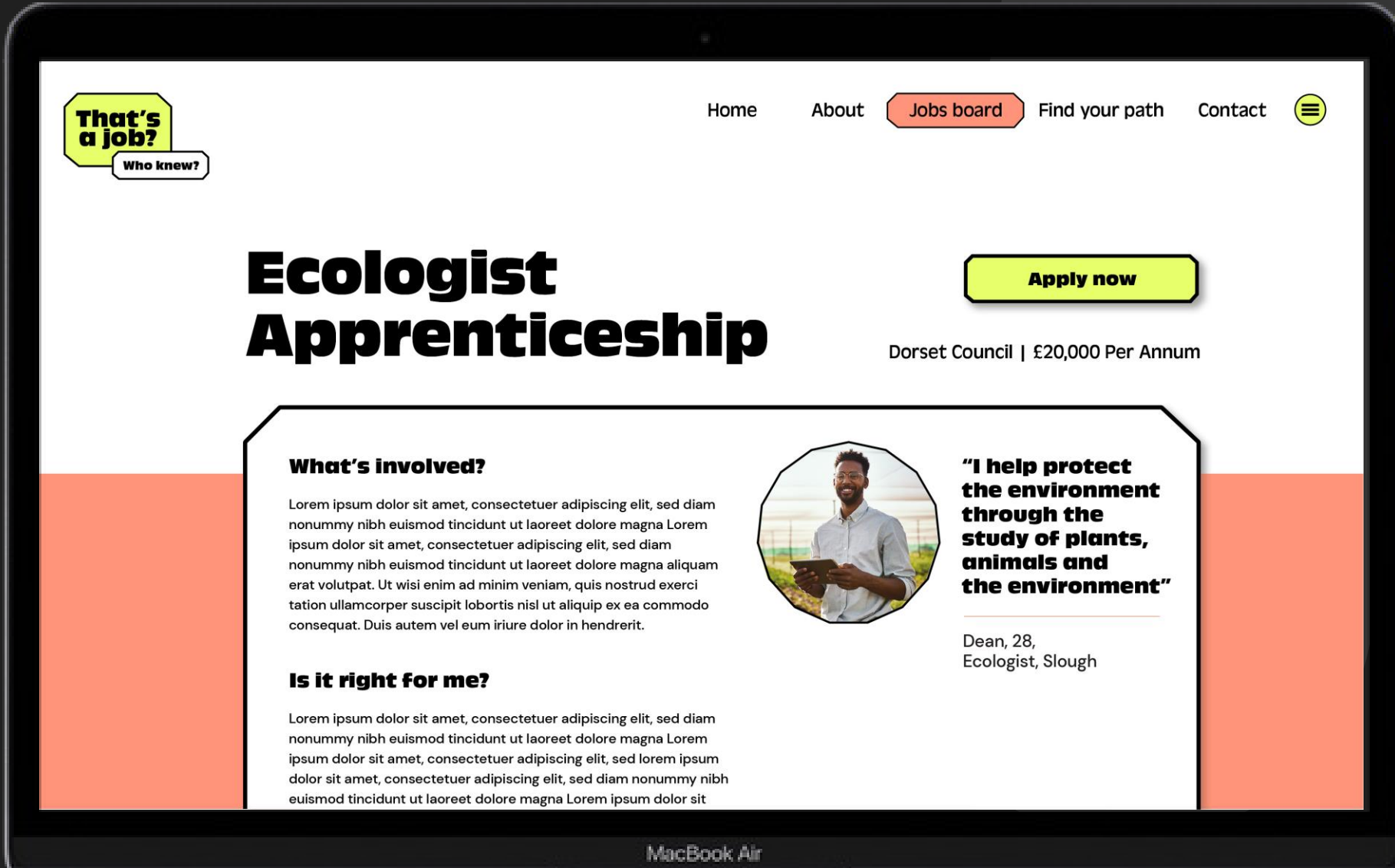


persight

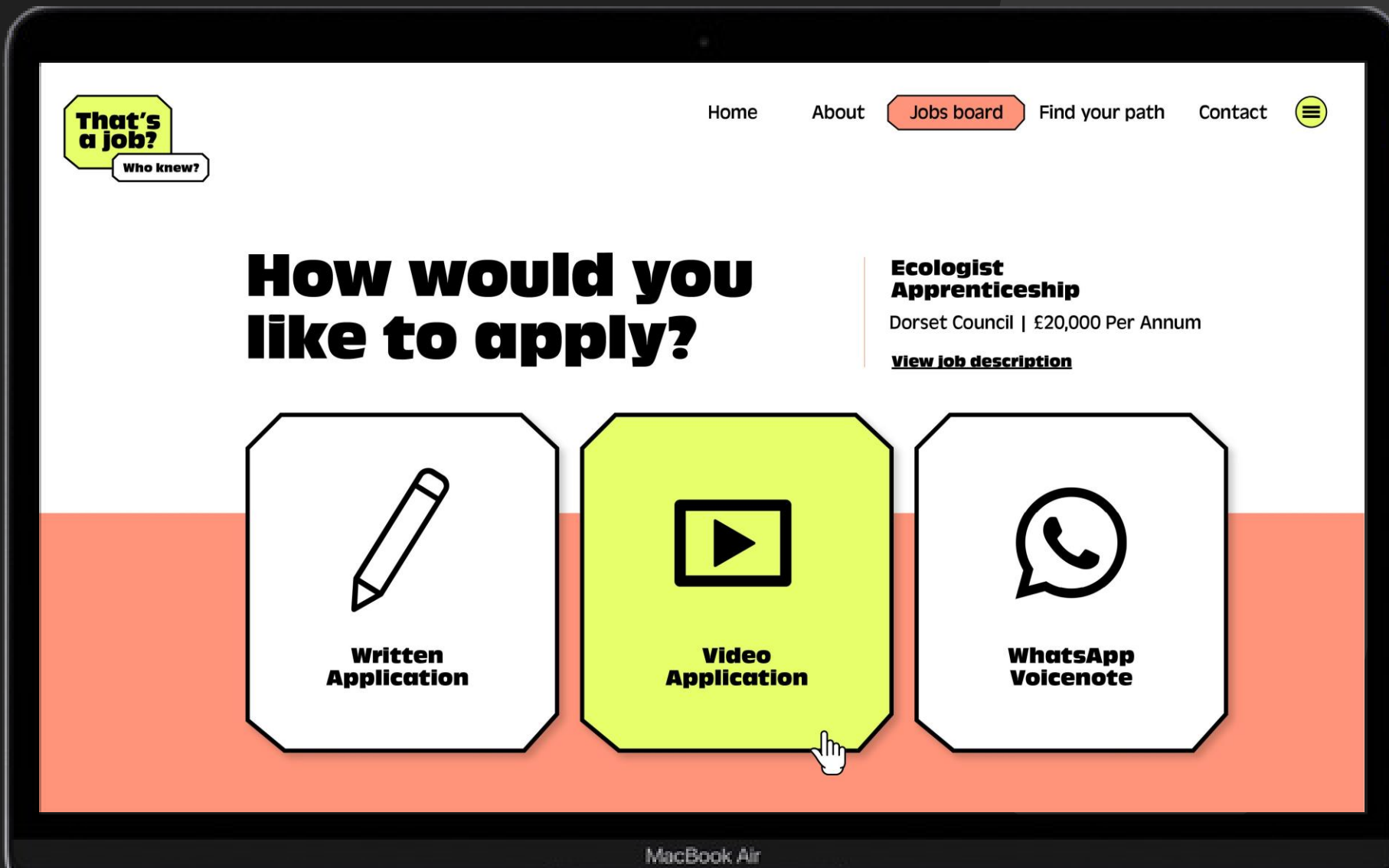








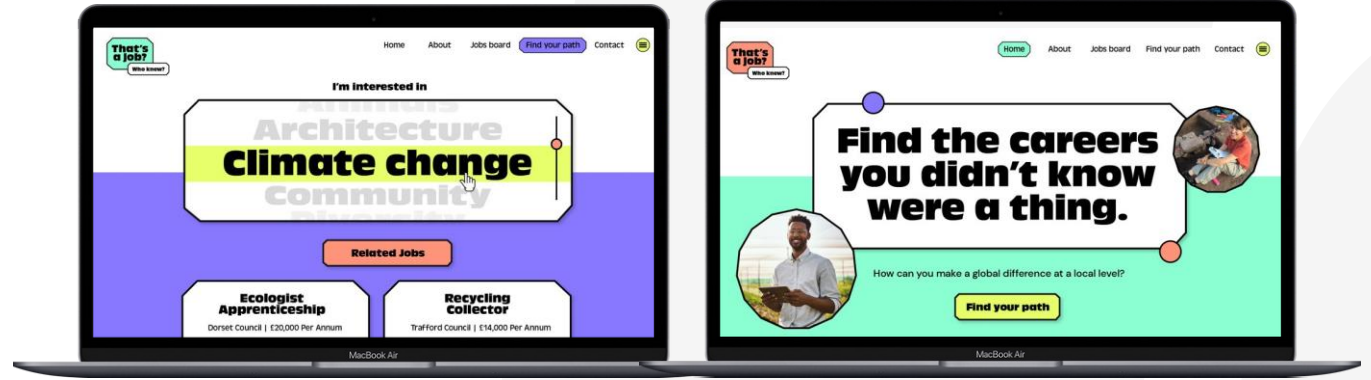




# SUMMARY

# Mentimeter

**That's a job?**  
**Who knew?**



12/07/2023

Future Highways Research Group:  
Waypoint Meeting

# SUMMARY

- Maintaining the *status quo* is not an option
- None of these issues are simple, nor have single solutions
- Collaboration and sharing is always the best course of action
- Let's move forward with these tangible outputs and see how far they could go!



**ADEPT**



**THANK YOU**



Future Highways  
Research Group



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

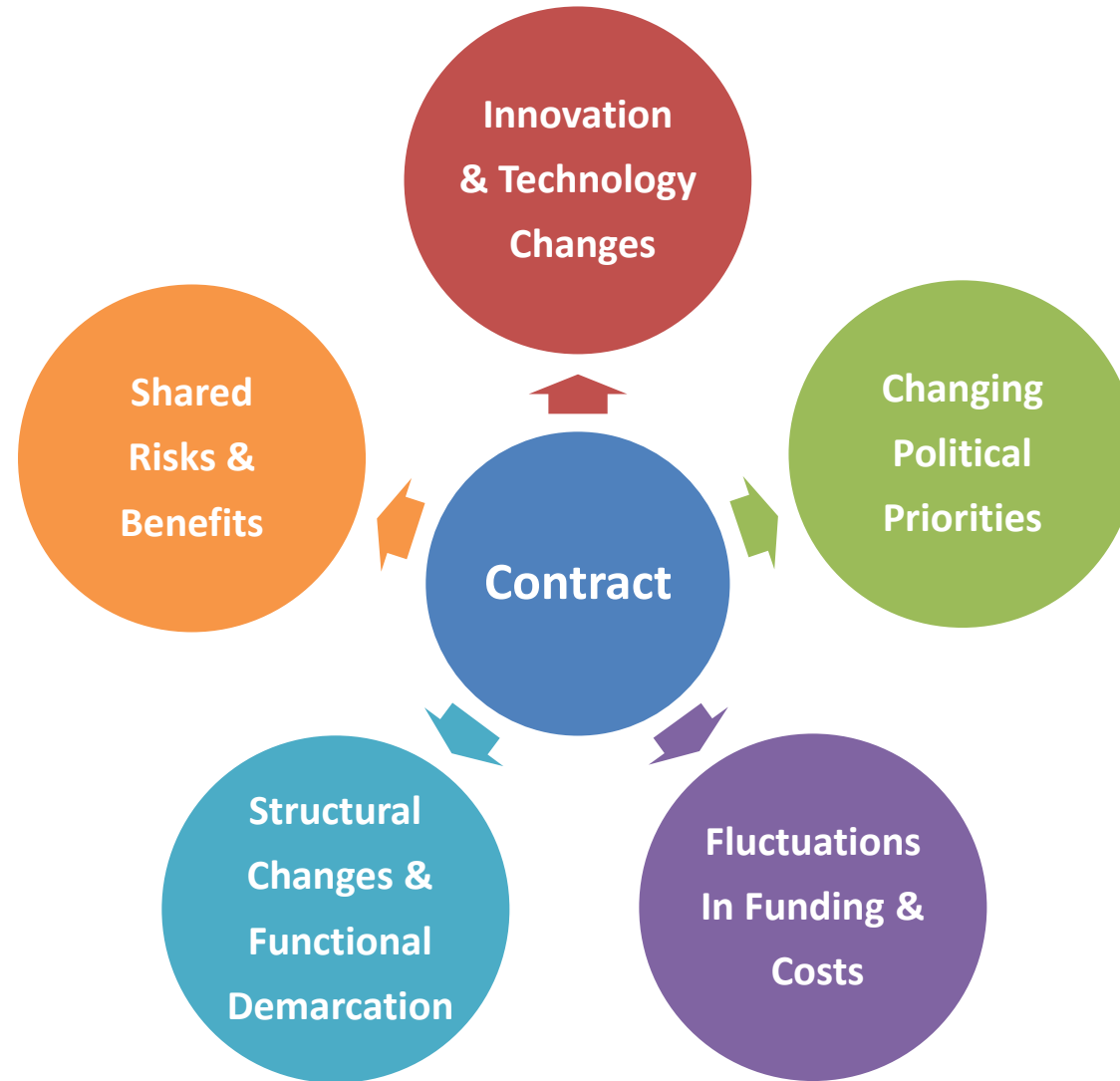
# Commercial Acumen & Contract Management

Paul Rusted



# Is our contract an enabler or barrier?

**NEC contracts  
should enable  
LHAs to manage  
volatility...**



**...but do they in  
practice?**

# NEC Replaced ICE

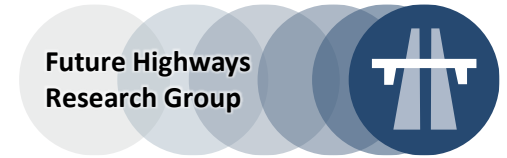
- **Frequent increases in costs, delays in completion and frequent disputes.**
- **Collaboration replaces confrontation?**
- **Stimulus to good management.**
- **Foresight applied collaboratively mitigates problems and reduces risks.**
- **Clear divisions of functions and responsibility.**
  - Increases accountability and motivates people to play their part.
- **Has NEC brought about the change expected and is it fit for purpose?**

# A New Contract?

- **Don't retender unless you really must.**
  - Consider negotiating through any issues with your existing arrangement.
- **What skills do you need?**
  - NEC Accreditation, negotiation, financial, commercial, data analysis, and operational.
- **Start well in advance to give time for analysis.**
- **Learn from the sector and peers.**
- **Understand potential partners abilities and motivations.**
- **Consider Competitive Procedure with Negotiation for difficult areas of contract.**
- **What is the change mechanism for lengthy contracts ?**
  - Consider contract change points.

# A New Contract?

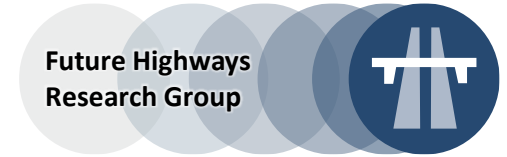
## Areas for Focus



- **Build relationships with your procurement team.**
- **Risk Management.**
  - Be clear about who is responsible for what.
- **Preliminaries – what’s in and out?**
  - An increasing issue for ECC contracts.
- **Affected Property - who is in/out and when?**
- **Any pension liability for “Contracted In” staff?**
- **Will the performance regime drive the behaviours required?**
- **How are you going to deal with KPI gaming?**
- **True collaboration requires an equivalent skills base.**
  - What do you need?
- **Price/Quality split.**
  - Does it make much difference?

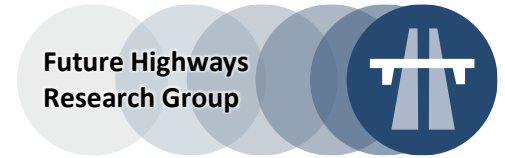


# Commercial Issues



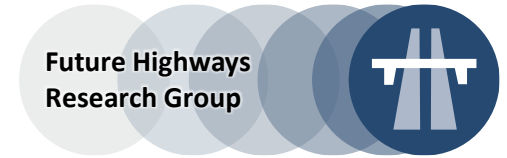
- **Is there a profit in it ?**
  - If it looks too good, it probably is.
- **Do you understand the cost build up from year 1?**
- **How are you going to deal with volatility?**
  - Inflation and funding changes?
  - People and structural changes?
  - Political and executive priority changes?

# Price or Cost?



- **Does the team have a clear understanding of the difference.**
- **Understanding cost is the only way to drive efficiency.**
- **Pricing mechanism and economy situation may complicate this.**
- **For most, especially large rural LA's, reducing travel will reduce cost and will be significant contributor to carbon reduction.**

# Next Steps



- **Proposed Roundtable discussion on sector issues and solutions.**
- **FHRG to develop a Contract Management & Commercial Skills Health Check and Improvement Programme, including;**
  - Current contract evaluation.
  - Financial and commercial skills and capacity.
  - Performance regime efficacy and effectiveness.
  - Relationship and mutuality building.
- **Are there longer-term procurement considerations for the sector?**



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

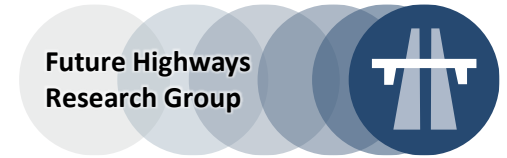
# Mutuality: A Culture of Collaboration

Simon wilson



# What is mutuality?

Continued...

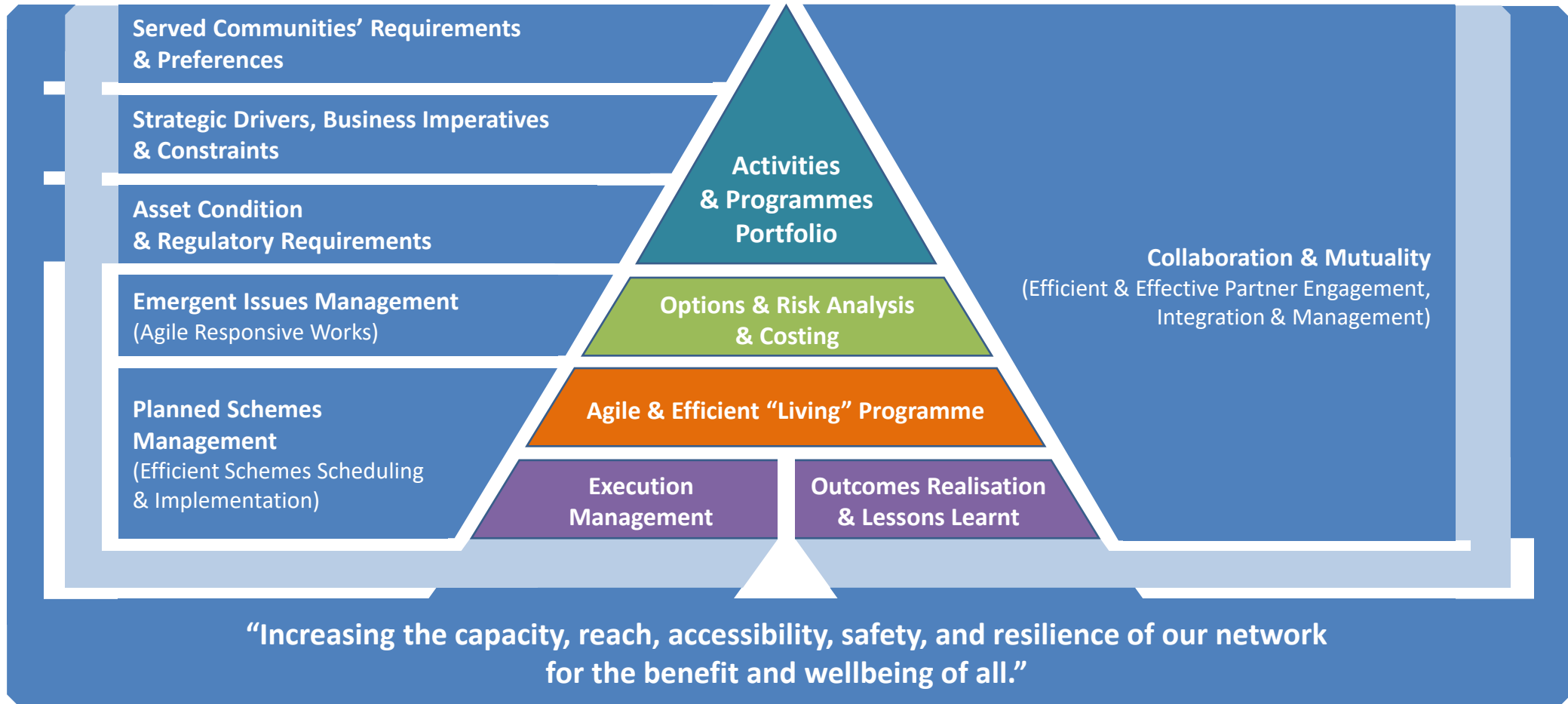


Mutuality, as a business philosophy, recognises that long-term relationships comprise more than a chain of operational transactions within a contractual framework. Mutuality is true partnering. It is predicated on value creation.

Mutuality focuses on establishing relationships based on the exchange of value beyond simple contracting terms. Where mutuality frameworks are applied, business relationships are consistently stronger, more open, more agile, more resilient, more profitable, and significantly more productive.



# Mutuality Framework



# Prerequisites of Mutuality



**Do we share value creation goals,  
beyond the operational?**

**Do we recognise each  
organisation's contributions?**

**Do we respect each other?**

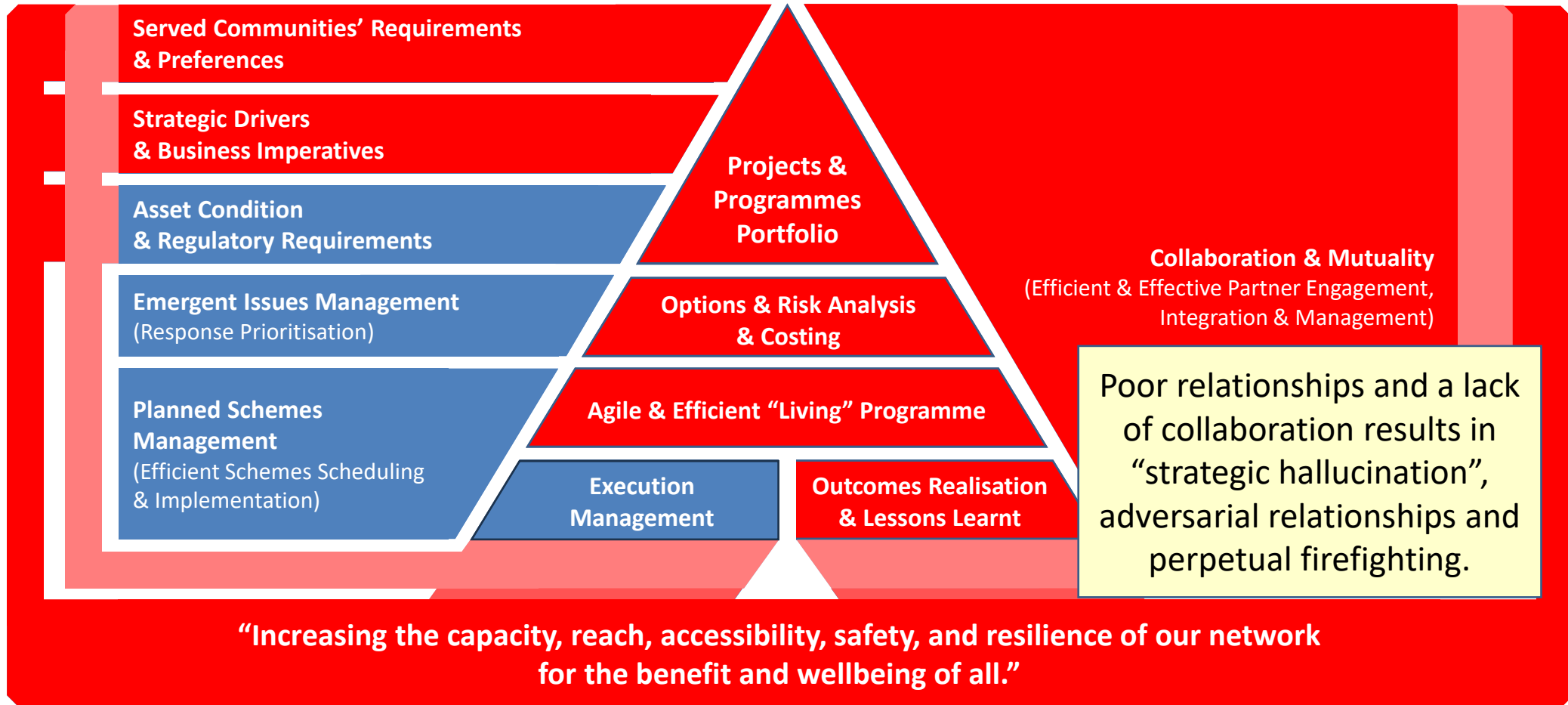
**Do we communicate effectively?**

**Do we each have skills  
essential for effective delivery?**

**Do we trust each other?**

# Working To Contract

## Performance Impact Analysis





Future Highways  
Research Group



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Coffee Break

10 Minutes



Future Highways  
Research Group



Decision Equipped.

proving

ADEPT

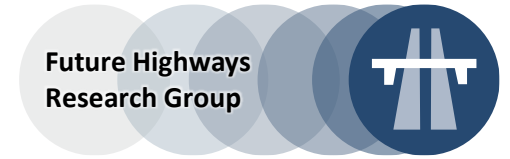
Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Looking Ahead...

Helen Bailey

# Looking Ahead...



- [Helen Bailey Video](#)

Future Highways  
Research Group



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# CCAS & Carbon Analyser: Programme Update

Simon Wilson



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

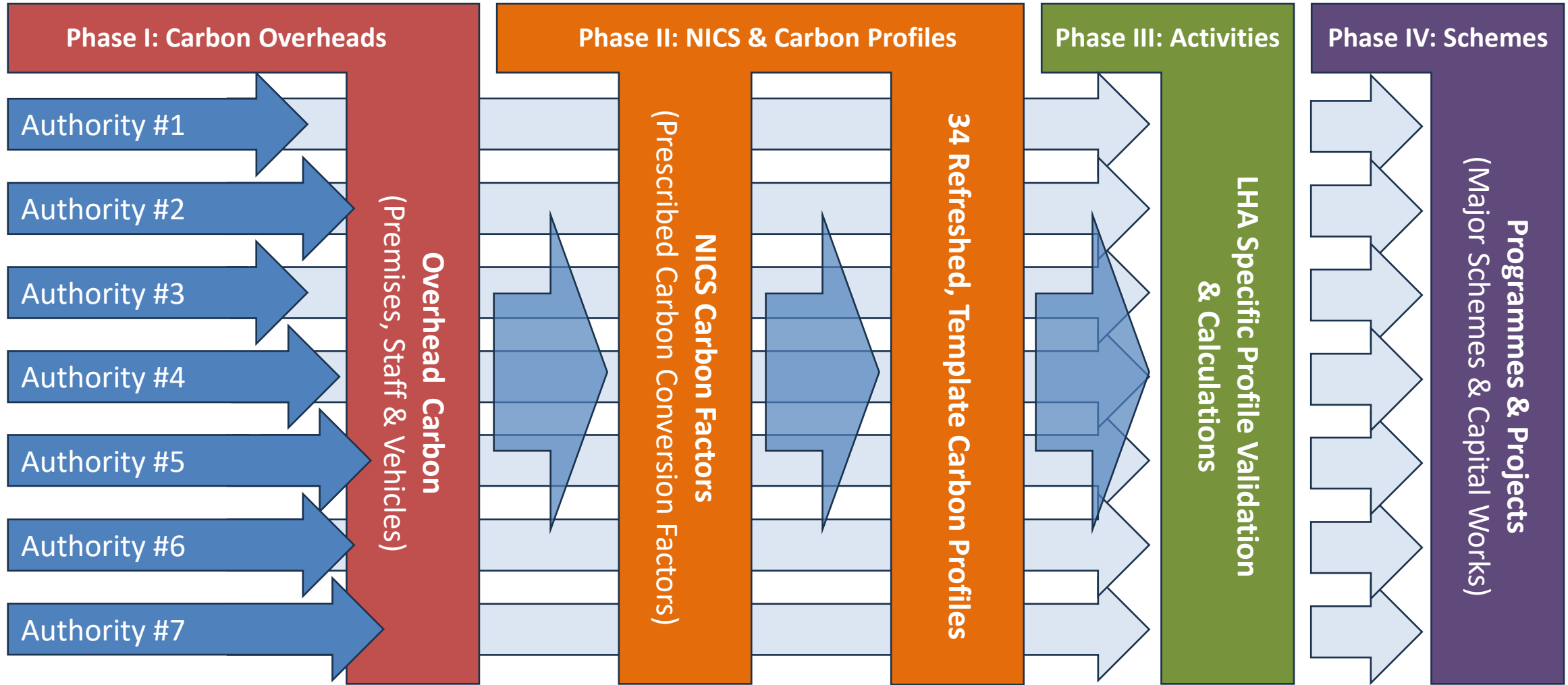
Highways  
PART OF TRANSPORT NETWORK

# Pioneer Programme Update

## Carbon Calculation & Accounting Standard



# Pioneer Programme Update







Decision Equipped.

**proving**

**ADEPT**

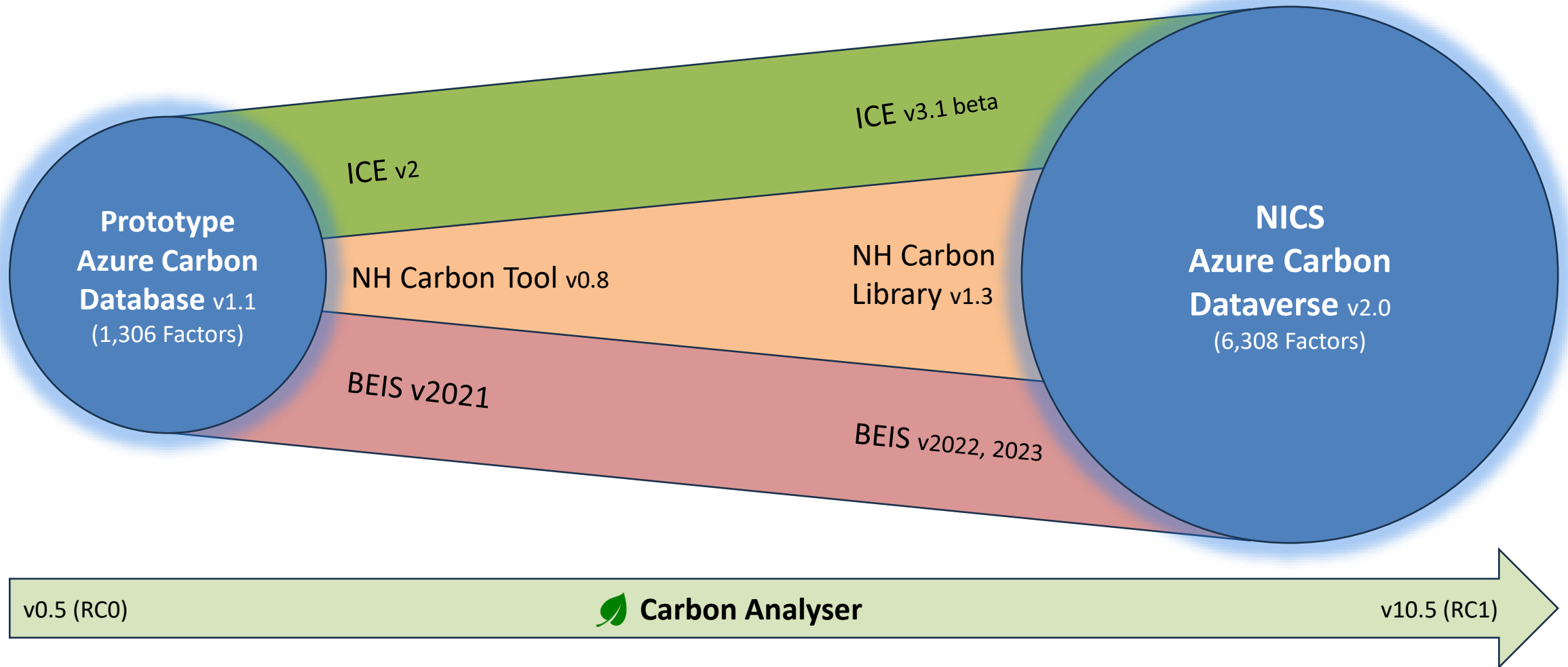
Association of Directors of  
Environment, Economy, Planning & Transport

**Highways**  
PART OF TRANSPORT NETWORK

# National Infrastructure Carbon Schedule (NICS)

## Carbon Calculation & Accounting Standard

# NICS Update



# NICS: Carbon Factor Lookup

Carbon Factor Lookup (NICS v3)

Reporting Year: 2023 | Class: Ops | Key Word(s) Filter (Separate With ";"): [Show All] | Unit of Measure: [Show All]

Apply Filter | Clear Filter

Factor Description	Unit Of Measure	Rec'd
[BEIS] Cars (by size), Small car, Diesel {Ops:2023}	km	
[BEIS] Cars (by size), Small car, Diesel {Ops:2023}	miles	FHRG
[BEIS] Cars (by size), Small car, Diesel {Ops:2023}	miles	FHRG
[BEIS] Cars (by size), Small car, Diesel {Ops:2023}	km	
[BEIS] Cars (by size), Small car, Diesel {Ops:2023}	km	
[BEIS] Cars (by size), Small car, Diesel {Ops:2023}	miles	
[BEIS] Cars (by size), Large car, Petrol {Ops:2023}	miles	FHRG
[BEIS] Cars (by size), Large car, Petrol {Ops:2023}	km	
[BEIS] Cars (by size), Large car, Petrol {Ops:2023}	km	
[BEIS] Cars (by size), Large car, Plug-in Hybrid Electric Vehicle {Ops:2023}		
[BEIS] Cars (by size), Large car, Plug-in Hybrid Electric Vehicle {Ops:2023}		FHRG

Unit Of Measure: miles | Ops (kgCO2e): 0.3357 | WTT (kgCO2e): 0.08208 | T&D (kgCO2e): 0 | Total (kgCO2e): 0.41778

Close | Select

Factors for all reporting years.

Quick factor lookup using simple query notation.

6300+ carbon factors from all key data sources.

Recommended factors to ensure assessment consistency.

Three-times faster carbon factor lookup.

Consolidated operational, well-to-tank and transmission and distribution factors.

Assessable throughout Carbon Analyser.



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# CCAS Guidance Development: Document Update

Future Highways Research Group



# Final Drafting...



Title	Carbon Calculation & Accounting Standard
Release Date	11 July 2023
Version	Rev. 2.0.3
Release	Release Candidate 1
Authors	Simon Wilson, Victoria Walsh, Daniel Lash
Restrictions	<b>FHRG Members Only</b>

Proving Services Limited  
Cranfield Innovation Centre  
University Way, Cranfield  
Bedfordshire, MK43 0BT  
+44 (0) 1234 756020  
www.proving-services.co.uk

proving



Official Research Partner  
**ADEPT**  
Department of Transport

**ATKINS**  
Member of the SNC Lavalin Group

**RINGWAY**

**COLAS**

## Carbon Calculation & Accounting Standard (CCAS)

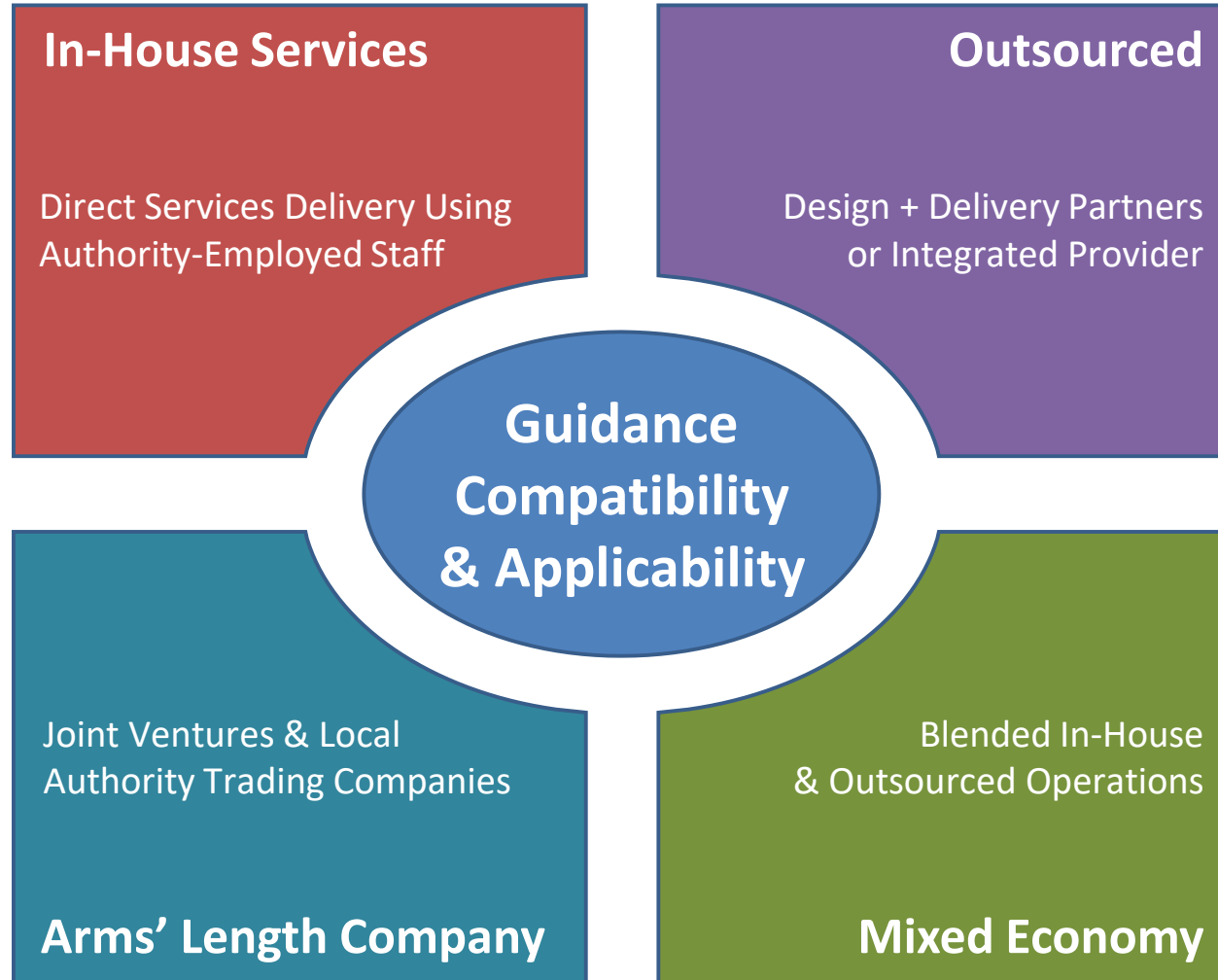
Carbon Reporting Guidance  
for Local Highways Authorities

(GHG Scopes 1, 2 & 3)

Registered in England & Wales  
Reg. No. 04120675

- ✓ Research and citations.
- ✓ PAS2080 Considerations and extensions.
- ✓ Structure.
- ✓ Contents.
- ✓ Document artwork.
- ✓ Steps sequencing.
  - Steps options.
  - Corrections.
  - Final proof reading (FHRG volunteers?).

# CCAS Applicability





Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

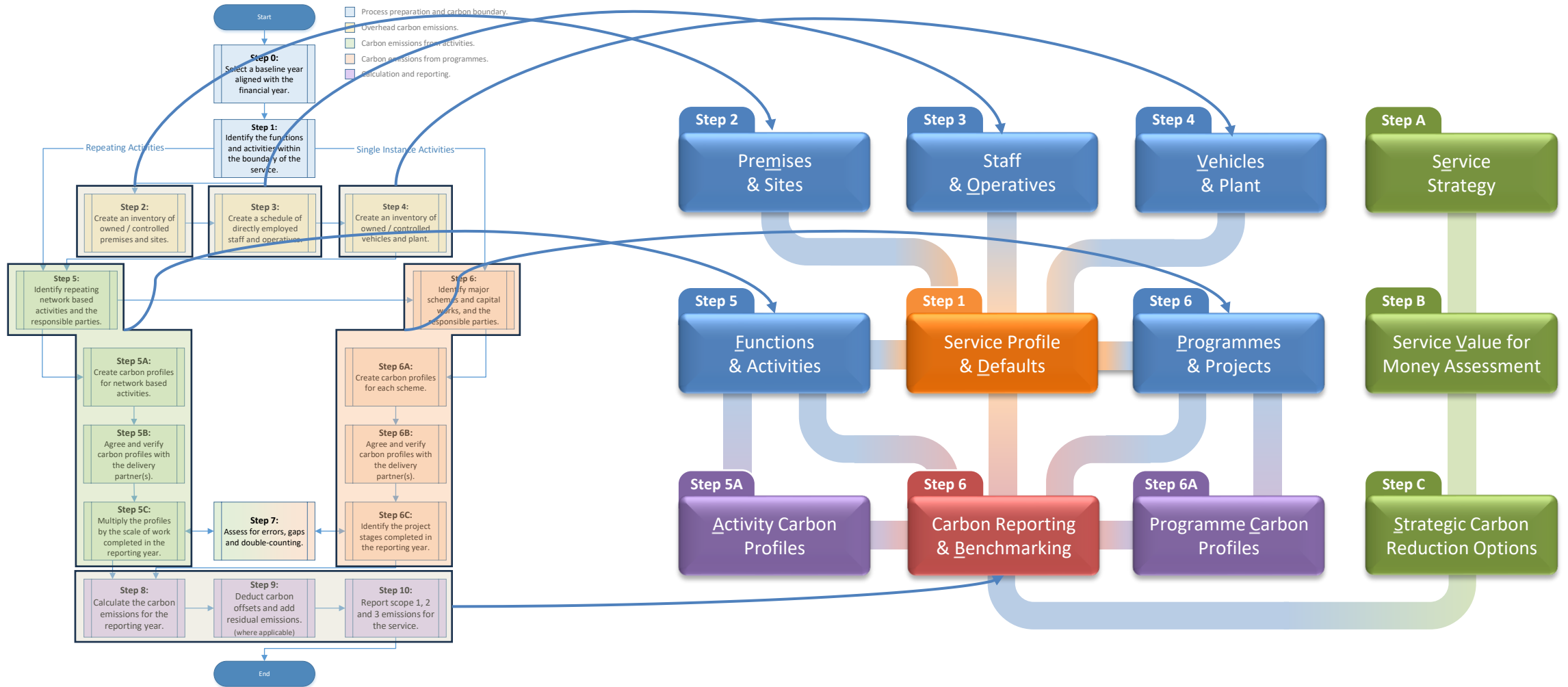
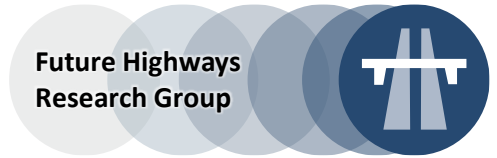
Highways  
PART OF TRANSPORT NETWORK

# CCAS Steps & Options

## Carbon Calculation & Accounting Standard

# CCAS & Carbon Analyser Route Maps

## Guidance & Toolset Compatibility







Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Reporting Options

## Carbon Calculation & Accounting Standard

# Carbon Profiles: Reporting Methods



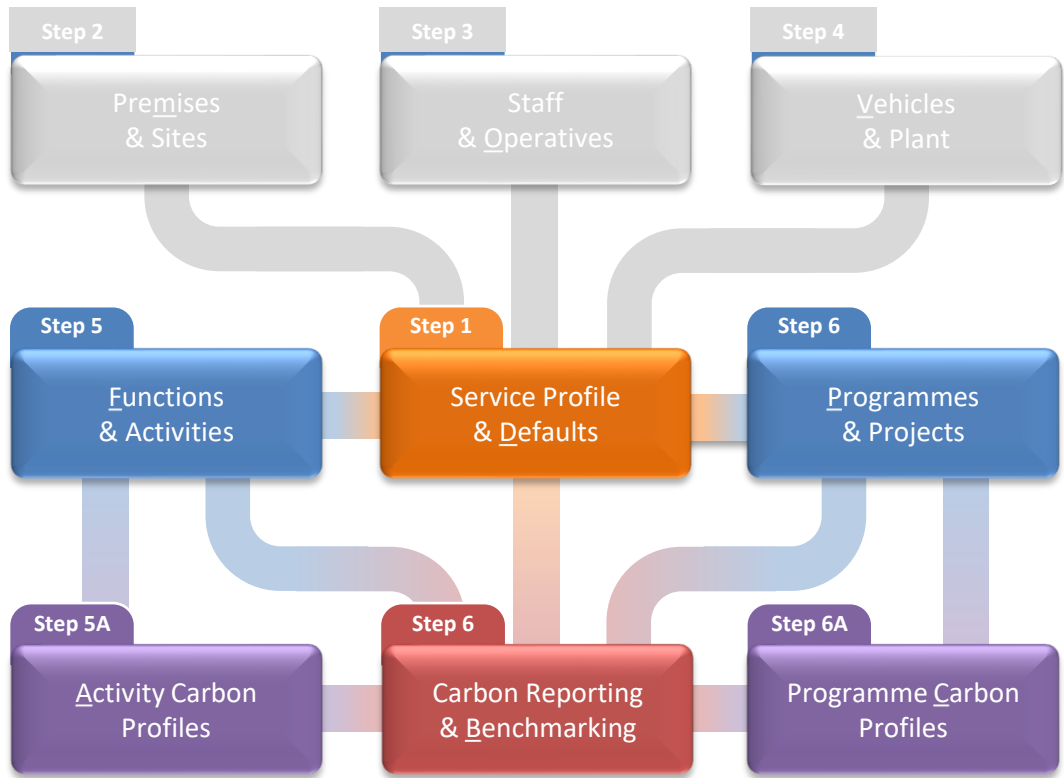
Emission Source	Included On Profile	Reported Elsewhere	Included In Footprint?
Services	Yes	No	Yes
Management	No	Premises & Sites	N/A
Staff Travel	No	Staff & Operatives	N/A
Transport	No	Vehicles & Plant	N/A
Plant	No	Vehicles & Plant	N/A
Materials	Yes	No	Yes
Waste	Yes	No	Yes

Option #1: Carbon Profile **Without** "Carbon Overheads"

Emission Source	Included On Profile	Reported Elsewhere	Included In Footprint?
Services	Yes	No	Yes
Management	Yes	Premises & Sites	No
Staff Travel	Yes	Staff & Operatives	No
Transport	Yes	Vehicles & Plant	No
Plant	Yes	Vehicles & Plant	No
Materials	Yes	No	Yes
Waste	Yes	No	Yes

Option #2: Carbon Profile **With** "Carbon Overheads"

# Carbon Profiles: Reporting Methods



**Option #3: Carbon Profile Only**  
No "Carbon Overheads"

Emission Source	Included On Profile	Reported Elsewhere	Included In Footprint?
Services	Yes	No	Yes
Management	Yes	No	Yes
Staff Travel	Yes	No	Yes
Transport	Yes	No	Yes
Plant	Yes	No	Yes
Materials	Yes	No	Yes
Waste	Yes	No	Yes

# Option Benefits & Dis-Benefits

Consideration	Option #1	Option #2	Option #3
Accuracy	Higher	Higher	Lower
Completeness	Higher	Higher	Lower
Attributability	Lower	Higher	Higher
Granularity	Lower	Higher	Higher
Ease Of Completion	Higher	Lower	Higher

Preferred option.





Decision Equipped.

**proving**

**ADEPT**

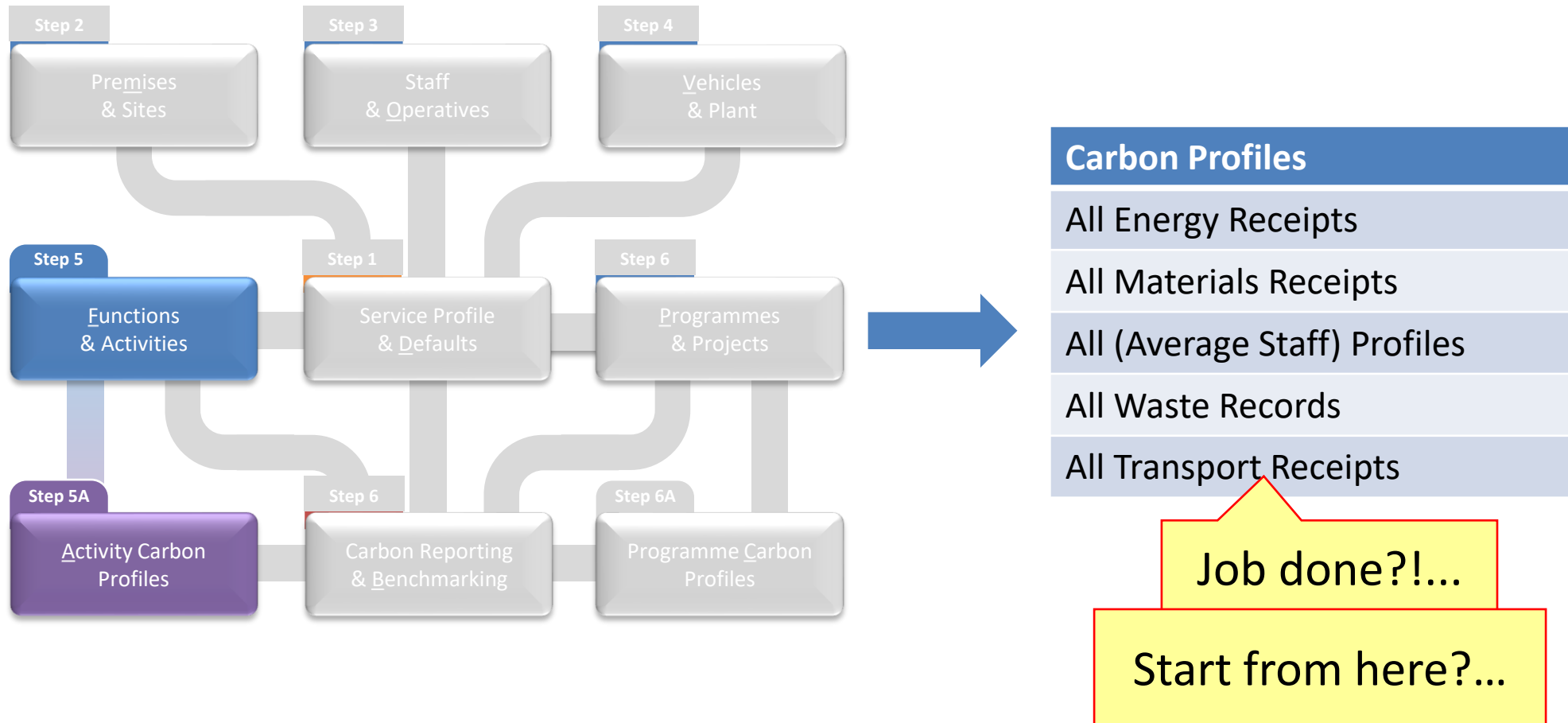
Association of Directors of  
Environment, Economy, Planning & Transport

**Highways**  
PART OF TRANSPORT NETWORK

# Minimalist Approach: Bootstrapping Carbon Reporting

## Carbon Calculation & Accounting Standard

# Single Dimension Carbon Profiles





Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Feedback & Open Discussion

## Carbon Calculation & Accounting Standard

Future Highways  
Research Group



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# Next Meetings: Agree Dates & Locations

Future Highway Research Group



Future Highways  
Research Group



Decision Equipped.

proving

ADEPT

Association of Directors of  
Environment, Economy, Planning & Transport

Highways  
PART OF TRANSPORT NETWORK

# End of Document

## Future Highway Research Group