

Thursday, 10 April 2025

Highways Term Maintenance Contract Performance

Purpose of report:

To provide an overview of the Highways Term Maintenance Contract delivered through Ringway Infrastructure Services over the past two years.

Executive Summary:

1. The Highways Term Maintenance Contract delivered through Ringway Infrastructure Services is nearing the end of its third year of operation.
2. As the contract has stabilised the Performance Indicators demonstrate that Ringway's performance is objectively good with the required standards mostly being met across most indicators each month.
3. The report explores several areas in greater detail including potholes and road markings.
4. A contract of the scale and scope as this has provided an opportunity to focus beyond the delivery of services to enable innovation, supporting the Council to reduce its Carbon Footprint and in the delivery of Social Value interventions. Ringway's performance in these areas are measured alongside their operational performance and report explores this in greater detail and an annex provides a rich overview of the work being undertaken.

Introduction:

5. The Highways Term Maintenance Contract commenced on 27 April 2022 with an initial term of ten years with the option for the Council to extend for up to a further eleven years. Ringway Infrastructure Services were appointed the successful bidder after a comprehensive tender and competition.
6. The contract covers a wide range of reactive, routine and planned highways services including:

- A 24/7 Immediate Response Service
 - Safety Defect Repairs
 - Winter Service
 - Flood Prevention
 - Line Marking and Sign Replacement
 - Carriageway and footway surfacing
 - Structures and Safety Barriers
7. At tender, the contract value was expected to be in the region of £60-80million a year. Actual turnover in 2023/24 was £124million and for 2024/25 is likely to exceed that due to changes in the Medium Term Financial Strategy including delivery of the enhanced road maintenance investment. Even allowing for inflation which itself leapt in the first 18 months of the contract, this still represents an increase of over 50%.
8. The higher level of investment has led positively to increased delivery on the ground. In achieving this however it is worth noting that several challenges have needed to be overcome including recruitment of additional staff; the need for additional depot space to ensure the services are well supported and an increase in the amount of work on the highway network, alongside utility activities, leading to road space and programming challenges.
9. Whilst it is recommended good practice to have no more than a handful of Performance Indicators (PIs), due to the wide range of services covered by the contract, the performance framework has around 20 core PIs with a small number for each Service area – these are supported by a series of “sub-indicators” which break the various steps in the main PI into smaller operational measures. These are reported monthly and scrutinised by four Officer Performance Boards which look for trends, understand reasons for any areas falling short and agreeing, implementing and monitoring interventions to make the required improvements. A number of KPIs are reported on a quarterly basis to Cabinet Members and there is a Strategic Board chaired by the Cabinet Member for Highways, Transport and Economic Growth and is also attended by Ringway’s Managing Director.
10. A key measure of performance within the Construction sector is Health and Safety Performance. This not only affects the individuals carrying out work but also those passing by a work site ensuring safe passage for the travelling public. Ringway in Surrey’s RIDDOR rate (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) remains at zero, and their Lost Time Injury Frequency Rate (LITFR) which is another common measure of safety, highlights their commitment to keeping roadworkers safe. There is an alarming trend of an increase in both roadworker abuse and incursion by drivers and pedestrians to road closures. Ringway are working to increase

the safety of their staff through the use of CCTV, Body Worn Cameras and working with Surrey Police to report and monitor incidents.

11. Due to the scope and value of the Term Services Contract, through the procurement the Council sought to drive additional value in areas such as Social Value, Carbon Reduction and Greener Futures and, Innovation. Alongside other important aspects such as Operational Excellence, Financial Resilience and Stakeholder Need, these are driven through a contractual mechanism called the Partnering Timetable. The Partnering Timetable is a strategic programme aiming to deliver substantial and at times transformational improvement over time. Whilst the combination of mobilising and stabilising a new contract of this nature and the increased spend have at times made it challenging to step away from the day to day delivery, there have been a number of achievements through this mechanism and progress on Innovation, Carbon Reduction and Delivering Social Value are described in more detail later in the report.

Overall Performance and Performance Monitoring

12. The contract has remained agile to the changing budget and the changing needs of the county council. An enormous amount of delivery has been achieved through the Ringway contract in the last two years. This includes resurfacing 227miles of roads and 94miles of pavement, fixing over 144,000 potholes, carrying out approx. 350,000 gully cleans and more recently introducing the Roadside Rangers resource, to name a few examples.

13. A detailed view of the performance indicators used to monitor the performance of the Ringway contract is included as an annex.

14. The performance monitoring demonstrates that Ringway's performance is objectively good with the required standards mostly being met across most Performance Indicators each month. From time to time there are issues where performance drops and these are most evident where external factors play a part such as severe weather events. For example:

- a. The **Immediate Response** service has a measure of attending an incident on the Highway within two hours of the call being made. In normal conditions, this is achieved for the vast majority of the time regardless of the time of day it occurs. However when a severe weather event occurs, the number of incidents such as fallen branches and trees or flooding occurring simultaneously makes it almost impossible to achieve that two hour response time. For the purposes of Performance monitoring, if the Met Office issues a severe weather warning the measurement for successfully meeting the response time is increased to four hours for the duration of the weather warning and

even this can be challenging despite planning taking place when the warning is issued and additional resources.

15. Completed work is overseen and checked by the Council's Officer teams and results reported to the Performance Boards whose role is to assure the performance data and seek opportunities to recognise and champion positive results whilst identify issues and areas of concern early to put rectification plans in place. The checks undertaken take different forms depending on the type of work. For example:

- a. Routine and Reactive work like pothole repairs and cleaning gullies cannot always be checked in real time and with such high volumes, 100% checks are not possible. These are investigated through a mixture of desktop samples, site visits after work is completed and some "live" checks whilst work is being carried out. A series of (timestamped) data including photos in some functions is captured on tablets during the process of carrying the work – this allows easy access to carry out desktop analysis of repairs and completed work enabling a much greater volume of sampling compared to relying solely on in person inspections
- b. Planned work of shorter duration is checked on completion to ensure the work has been carried out as expected
- c. Planned work of longer duration is checked on completion but also during the construction phase allowing assurance throughout the work and early intervention if something is found to need correcting

16. Other monitoring of work takes place including by the Council's Streetworks Inspection team to monitor compliance with Permits, and by Ringway Supervisors and Managers to ensure jobs are being completed to instruction and to carry out Health and Safety Inspections to ensure that both the workforce and the travelling public are being kept safe throughout the works.

Safety Defect Repairs

17. Like many other authorities, there have been spikes in the number of potholes in Surrey over the last few years. Significant changes to incoming volumes can negatively impact on performance and this has been the case for the safety defect service. As part of the monitoring and improvement cycle changes have been made to the contract to mitigate for future volume spikes and improve the service for residents.

- a. One of the key changes has been the empowerment of repair gangs to carry out 'fix now' repairs where they find defects that haven't yet been reported. The Fix Now approach has continued to be employed

throughout the year which means we can remain agile to any fluctuations in reported volumes at short notice. In the 11 months from 1st April 2024 21,187 potholes were identified and repaired through this method. This means that of a total 56,020 pothole repairs in that period, almost 38% were identified and repaired before a Highways Inspector or a member of the public had the need to report them and reducing the risk to the travelling public.

- b. During the winter months we are now using an alternative cold asphalt material rather than traditional hot asphalt in carrying out safety defect repairs. Whilst a more expensive product, the repairs have much greater longevity when laid in cold and/or wet conditions compared to the hot alternative. This results in less failures and so fewer repeat visits and so on. As the cold material doesn't "go off" at the end of the day, there is also less wastage further improving the value for money versus using the hot product.
- c. Data is reviewed on a daily basis to help forecast the defect numbers to ensure sufficient gang numbers are engaged enabling the service to be more agile as numbers increase or decrease with the changing weather and road conditions at any given point.
- d. Whilst we strive to carry out permanent repairs first time, there are occasions where this isn't possible. This is often due to the need deploy more significant traffic management, such as a lane or road closure. Where temporary repairs are made, these are now marked with either "T" or "TEMP" for greater clarity for anyone who might otherwise be concerned with the repair quality however of just over 56,000 repairs only 235 could not be repaired on the first visit. The vast majority of temporary pothole repairs result from an emergency report being made where a crew will respond within two hours – with little time to plan things like traffic management, if required, a temporary repair will be undertaken to remove the immediate hazard and a follow up permanent repair planned. There have been 1550 potholes reported as emergencies and of these 1010 (65%) could not be permanently repaired during the initial two hour response and so a temporary repair was carried out with the permanent repair followed up once things like traffic management can be properly planned.

Road Markings

- 18. It is acknowledged that, in recent years, due to historical budgetary pressures, the condition of road markings across Surrey has not always met the standard expected by residents. In the summer of 2023, a Cabinet Task & Finish Group reviewed this issue, and as a direct result, the general road marking budget

was more than doubled for 2024/25, set at £1.8 million for 2025/26. Additionally, the Parking team has been allocated a budget of £300,000 to support the installation and maintenance of enforceable parking restrictions, bays, and yellow box junctions.

19. The increased budget, improved programming, and additional resources have enabled the refreshing of approximately 1,000 km of road marking lines and 23,000 symbols or letters in 2024/25. It is important to note that while most road markings lines are applied by machine, some symbols are installed manually. As a result, there may be instances where the road markings lines have been refreshed, but the symbols have not yet been updated. This discrepancy is temporary, and both will be completed as part of the overall works.
20. We have focused our efforts on completing works on large sections of the busiest roads (SPN 1, 2, 3). As part of this process, we will refresh all necessary markings (including yellow lines and parking bays) and extend the refreshment into adjacent side roads by up to approximately 30 metres. This approach has proven to be the most efficient way to schedule works, although it is supplemented by ad hoc orders to address specific problem areas.
21. In collaboration with our contractor, we are trialling different materials in various locations. For example, we have recently completed road marking refreshment works at Junctions 9a/9b and Junction 6 of the M25. A significant portion of the project costs is attributed to traffic management. To optimise long-term value, we have chosen a more expensive product that is expected to last four times longer than conventional materials, thereby delivering savings in the long run.
22. In the summer of 2024, Members of the Committee were shown a new approach and product which allows line marking to be carried out in wetter and colder conditions compared to existing approaches. Developments of this approach continue and at the time of writing have not been rolled out across the Surrey highway network as yet.

Added Value from the Contract

23. There are number of areas where a contract of this scope, scale and value provides the Council the opportunity for added value from the Service Provider and its supply chain which might be less available if the services were commissioned in smaller “lots” through a wider panel of providers – not least the Council would have an increased focus in managing each of the individual contracts and so much less able to work strategically across the supplier base. Notably these areas include Greener Futures and carbon

reduction, Delivering Social Value and in how we approach improving the services delivered and embracing the opportunities for Innovation.

24. The following paragraphs explain some of the key focus and outputs with further detail provided as an annexe.

Delivering Social Value

25. Ringway along with some of our other partner providers have been working to deliver a range of Social Value interventions working with charities, schools and other education providers as well as recruiting from under represented groups.

26. Ringway have delivered over £500,000 worth of Social Value (as measured by TOMS which is the National standard of Themes, Outcomes and Measures of Social Value). Areas of focus include traineeships for inmates of Ford Prison who have been Released on Temporary Licence; supporting learning for young people to gain access to knowledge, experience and the potential to work in the Highways Maintenance Sector – this ranges from supporting NESOCOT to provide places for young people with lower qualification needs than would normally be set to enabling A Level STEM students to be assigned an engineering challenge during the summer holidays and the opportunity to present to a panel of Officers and Engineers; providing support to a number of charity and community projects in the form of non-monetary contributions such as volunteer hours, equipment and materials.

Improvement and Innovation

27. The Service work closely with our Service Provider partners including Ringway alongside other Highway Authorities to ensure we continue to develop and iterate how we work to ensure the most up to date techniques, tools and materials are being used in our services. The introduction of the “Fix Now” approach and use of cold materials in repairing potholes are two good examples of this. In some cases, using the Council’s Highway Laboratory to test and carry out quality assurance we even seek to develop things with our partners ourselves and so not relying on the outside market for solutions.

Greener Futures and Carbon reduction

28. The construction sector is well known to have a significant carbon footprint. In part this is due to the materials being used such as concrete, steel and asphalt which use substantial amounts of energy in their production and installation.

29. When looking at new products or ways of delivering our services, the carbon impact is always a consideration – something that wouldn't have been factored 10 years ago. As well as ensuring this is part of our thinking for the future, Ringway have been supporting The Council to understand the carbon footprint of delivering Highway Maintenance to make it easier to understand and also to direct energies into tackling it.
30. With highways maintenance, there can be significant volumes of waste and whilst a substantial majority of this is recycled, there can be a lot of “travelled miles” in relocating it to wherever it is processed and similarly even where recycled products are used, they still “incur” carbon in their delivery into the County. We are exploring areas where the waste produced in the work carried out can be recycled either close to the location where it comes from but if not within one of the Council's depots to control the level of movement and reduce that footprint.
31. A final area of intervention is in vehicles and plant which have traditionally been fuelled by diesel or other petrochemicals. Smaller vans are being migrated to electric models where they exist and a greater variety of tools and plant are now being manufactured to run on electric. The challenge for now is ensuring there is sufficient charging capability either in depots (for vehicles) or on site so that there is no impact on productivity when carrying a can of fuel would be simpler for the operational teams.

Conclusions:

32. On consideration of the performance data and delivery statistics to date we would report that the Ringway contract is performing well overall. There remain areas of opportunity to improve services and the governance mechanisms in place are well placed to identify and drive these.
33. A key driver when tendering these services was the benefit of additional added value that could be delivered and there are numerous examples of Innovations and Improvements, efforts to reduce carbon emissions and to deliver social value initiatives across the County.

Recommendations:

34. Acknowledge the progress made by Ringway and SCC to improve performance of the contract and the outcomes for residents.

Next steps:

Continue to monitor the performance of the Ringway contract and carry out improvement actions as required.

Report contact

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Annex - Ringway Contract Performance Data April 24 to Feb 25

	Green	Amber	Red	Apr	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	
Immediate Response - Time	93%	Less than Green but greater than Red	88%	93.62%	93.54%	97.35%	96.79%	95.22%	93.80%	95.45%	91.23%	82.74%	91.12%	95.46%		
Audit on Immediate Response - Quality	93%	Less than Green but greater than Red	88%	93.88%	80.00%	91.83%	96.00%	100.00%	98.00%	98.00%	90.20%	97.78%	96.67%	95.00%		
Safety Defects completed correctly- Time	93%	Less than Green but greater than Red	88%	92.44%	97.74%	98.88%	99.42%	98.55%	99.19%	99.47%	99.71%	99.33%	99.76%	99.41%		
Audit of Safety Defects completed correctly- Quality	90%	Less than Green but greater than Red	85%	88.69%	85.04%	95.59%	93.30%	95.89%	96.66%	99.54%	97.96%	96.30%	96.83%	95.50%		
Schemes completed - Quality	98%	Less than Green but greater than Red	94%	100%	99.00%	96%	96.92%	99.49%	96.68%	91.91%	94.35%	94.11%	96.04%	96.34%		
Planned works passing 12 month inspection	0	1	2	0	100%	100%	100%	100%	88%	100%	100%	100%	90%	96.34%		
Precautionary salting routes - Time	98%	Less than Green but greater than Red	96%	No Winter Gritting							100%	100%	100%	100%		
Precautionary salting routes - Quality	98%	Less than Green but greater than Red	96%								99.23%	99.37%	98.64%	100%		
Category A Inspections	10%	Greater than Green but Less than Red	15%	11%	3%	6%	2%	6%	7%	4%	7%	11%	12%	4%		
Breaching permit conditions	10%	Greater than Green but Less than Red	15%	7%	6.06%	1.82%	4.35%	20.41%	10%	5.88%	3.28%	9.09%	4.49%	5.38%		
Working without a permit	0	1	2	0	0	0	0	12	1	0	0	0	1	0		
% of gullies cleaned each month compared to monthly programme	85%	Less than Green greater than Red	80%	99.22%	94.97%	91.65%	98.44%	100%	100%	100%	99.65%	97.12%	99.77%	99.67%		
% of gullies maintained to specific contract standards	98%	Less than Green greater than Red	94%	83.41%	97.00%	98.50%	96.97%	100%	100.00%	96.19%	99.19%	98.21%	97.54%	94.38%		
% of gullies free running after cleaning	93%	Less than Green greater than Red	88%	86.40%	88.49%	92.03%	91.19%	91.67%	86.41%	86.26%	86.78%	89.70%	90.47%	87.57%		
% of gullies cleaned on first visit	90%	Less than Green greater than Red	85%	86.41%	85.83%	87.52%	83.07%	87.49%	90.76%	89.66%	88.62%	89.37%	87.43%	85.58%		
Enquiry Response Time	92%	Less than Green greater than Red	70%	99%	96%	94%	96%	93%	98%	86%	98%	96%	98%	90.74%		
Customer experience of works on the ground	80%	Less than Green greater than Red	69%	100%		100%	87.50%	87.50%	100%	100%	79.16%	100%	100%	100%		
Immediate Response - Time	As described, increases in the frequency and extent of storms during the winter months can have an effect on the ability to respond within two hours															
Schemes completed - Quality	Jobs will fail upon completion if anything beyond minor snagging is identified during the completion walkthrough															
Precautionary salting routes - quality	Each route is broken into a series of "treating points". A sample of min 15% of all treating points are checked against the vehicle telemetry to ensure that the vehicle passed all points in line with the route and were spreading salt at the prescribed															
Permits	The expectation is that all jobs will be carried out with a valid permit and within the agreed timescales															
% of gullies free running after cleaning	This measure is informed by two aspects. The first is that the team carrying out maintenance on any given gully are expected to first carry out a clean and recharge of the gully - if this does not result in a free running gully the team are expected to carry out an initial jet of the system (up to 5 metres for up to 5 minutes) to attempt to clear it - this is within Ringway's ability to affect the performance score. The second is that following jetting the system remains blocked - this is outside of Ringway's control but helps to direct the follow up resources to resolve the blockage. A decrease in the % of gullies free running often leads to an in depth audit of the work to ensure the initial jetting has been completed.															
% of gullies cleaned on first visit	This measure ensures the teams are programmed to carry out the maintenance clean at the optimum time of day - for example, not cleaning gullies outside schools between 0800 and 0900 or 1430 and 1530. Again decreases in the number being cleaned at the first visit will lead to an in depth analysis of the times of the aborted visits against the location and whether reasonable steps were taken to avoid peak periods. Although this is consistently amber, the audits have confirmed that an optimised programme is being followed															

Annex – Additional Value Delivered

Delivering Social Value

Traineeships for people who have been Released on Temporary Licence (ROTL) from prison. The initial phase provides a 12 week role to provide the basic skills, understanding of health and safety rules and reintroduces the employee back to the workplace. Further phases for successful candidates open up for long term employment and funded training and accreditation. Ringway have been successfully working with HMP Ford to use this path for serving prisoners through the ROTL scheme.

Working with Surrey SATRO (Science And Technology Regional Organisation), Ringway have provided a range of opportunities for young people of different ages the opportunity to learn more about the construction sector. These include depot days where they visit Merrow Complex and experience a range of equipment and work types and in Summer 2024, several 1st Year A Level STEM students undertook a project to design a rainwater harvesting system in the depot for reuse in the site and in operations – at the end of the project, the students were invited to deliver presentations to a panel of colleagues from with the Council's Highway and Ringway teams which were excellent and no mean feat!!

Ringway have partnered with NESCOL in Ewell to support the delivery of a 16-18 pathway for Construction with an increased focus on Highways maintenance. The traditional entry requirement of GCSE qualifications for this level of study has been removed, thereby opening the course to a wider cohort of young people. The course is being supported by Ringway and their supply chain delivering some classes on certain topics and experienced staff providing support and guidance. Practical learning is undertaken on the College's campus – for example repairing footpaths and slabs, clearing gullies and repairing car park surfaces.

Through the wider Supply Chain, a number of non-monetary contributions have been made to support local organisation and communities including:

- a) Surfacing of a pathway to Englefield Community Hub
- b) Refreshing of signs and line markings at Langley Vale Primary school
- c) Levelling access and installing a gravel path to the Rosamund Community Garden in Guildford
- d) Removal of a pond at Brookwood school

Improvement and Innovation

A new approach to **refreshing or painting line markings** which provides improved reflectivity and longer lasting line markings which can also be delivered in colder and

wetter weather conditions compared to traditional materials. The time taken for the new line markings to set are several times longer meaning the application is better suited to smaller areas and at times where longer disruption has a low impact. Whilst in isolation this showed a positive outcome, we are waiting for developments by the manufacturer to reduce the curing time to be closer to traditional “hot lay” methods

Improvements in the way **the surface around ironwork is constructed** to reduce the likelihood of failures in the future. Ringway have secured a partnership with MEON supported by Liverpool John Moores Liverpool University to develop a new product with the aim to develop a longer-lasting, quicker-applied, and lower-carbon material for ironwork reinstatement. Initial progress has been positive and work is now underway to reduce the carbon footprint of the product for more widespread use.

Use of a **hydrogen fuelled generator** to power electric vehicle chargers. A hydrogen fuelled generator has the potential to replace diesel generators in the future with a zero emission fuel. These generators can be deployed to locations without existing power including work sites whether on the Highway or elsewhere in construction or for other temporary needs like music festivals. In the trial, the hydrogen fuelled generator was connected to an electric vehicle charging station which powered two of Ringway’s fully electric vans used by their Supervisors.

We have **introduced the MARS (Masonry Arch Repair and Strengthening) System**, developed by Goldhawk, to enhance the safety of historic masonry and brick arch bridges. This innovative system uses stainless-steel support installed beneath the bridges, reducing the need for road closures and utility rerouting. Benefits include faster installation, fewer traffic delays, and reduced long-term maintenance. Bridges such as Broadway Road, Church Lane, and Hays Bridge will be among the first to benefit. This initiative underscores Surrey Highways' commitment to improving infrastructure while preserving the character and safety of historic bridges.

Use of a **fully electric paver** in resurfacing. Ringway’s sister company Eurovia secured the use of a fully electric paver for a week in 2024 which was used for a scheme in Worcester Park. Pavers are used to lay the new asphalt evenly when resurfacing prior to a roller compacting the new surface. As with most heavy plant, this is traditionally powered by a diesel engine. The electric paver provides an equivalent function to its diesel equivalent and as well as having zero emissions within the site, it has a much quieter operation which is positive both for the team carrying out the work and for anyone nearby during construction. One of the challenges is providing the required top to the battery for the next day’s operation as you can’t simply plug in outside your house or at the supermarket. The solution as part of the trial was a mobile battery and charger on a trailer – the trailer could be plugged in to charge at any EV charging point whilst the paver was in use and then

the paver was plugged into the trailer whilst not in use. The paver was able to complete a full day's work on the charged battery so subject to effective charging solutions, this is proving that a transition to low and zero emission heavy plant is possible.

Greener Futures and Carbon reduction

Nine of the vehicles used by Ringway on the contract are now **fully electric** including several tipper lorries which have replaced diesel 3.5tonne vehicles. There is still a way to go across the fleet but this is being undertaken in stages to ensure the vehicles are used for roles and functions where a need to charge during the working day are exceptional rather than a daily requirement. An increase in Electric Vehicle Charging points will be required across the depots to facilitate the migration.

Not all vehicle types will be suited to electric vehicles and so other alternatives are being explored. Hydrogen buses are now being used on routes across Surrey and as these become more available in the HGV sector, these will be explored. There is an anticipation that the required investment in the hydrogen refuelling infrastructure will start to grow making the transition more possible.

In the shorter term Ringway recently conducted a trial of a **biofuel in several of its vehicles and some plant**. The biofuel is made from 100% recycled cooking oil collected in and processed in the South East. Whilst the gains are greater in older vehicles, the biofuel can lead to a reduction in emissions of up to 90%. The results of the trial are being reviewed and a key requirement will be to ensure that the respective vehicle manufacturers will continue to provide the same warranties on the vehicles – the initial reviews are proving to be positive.

Working with the Future Highways Research Group (a collaboration of Highway Authorities), Ringway and SCC are currently rolling out a tool which **captures the carbon impact of the various activities undertaken**. The tool has been developed to provide Highway Authorities with a consistent approach to this important area which can later lead to simplified comparisons across the sector and enable more effective collaboration to tackling the highest carbon producing activities

In summer 2024, approximately 1,000 tonnes of waste from road resurfacing schemes across the county was crushed to a standard grade for footway sub-base construction and then combined with a bitumen emulsion to form a product to be used in the Council's footway resurfacing. Whilst the majority of waste produced in the highways maintenance services is recycled rather than sent to landfill and "new products" are often themselves recycled, there remains a carbon impact from the haulage of waste out of the county and of new materials into the County. Subject to gaining the necessary permits and permissions, the intention is to expand this trial to become a normal part of the operation reducing the overall carbon footprint.

