



Service Plan 2025/26

Highways & Infrastructure Economy, Environment & Infrastructure

Head of Service (or equivalent):

Director:

Executive Director:

Cost Centre(s)

Kathryn Haworth

Jason Humm

Colin Chick

Various

Status

V1

Service purpose - the 'what'

Gloucestershire County Council (GCC) Highway Authority is dedicated to the asset management and enhancement of the highway network, which includes roads, bridges, pavements, cycle ways, and public rights of way (footpaths, bridleways, restricted byways, etc.). Our responsibilities span across Gloucestershire, ensuring the upkeep of various assets such as:

- Road and pavement surfaces
- Structures – bridges, retaining walls, culverts, etc.
- Street lights
- Traffic signals
- Gullies and drainage systems
- Verges and trees
- Bollards and street furniture
- Signs and road markings
- Highway retaining walls
- Public rights of way

Key Services:

- We construct and replace infrastructure to support the Council's objectives, including cycle facilities, bridges, and retaining wall structures.
- We deliver infrastructure projects that align with the Council's sustainable growth and decarbonisation agendas.
- We provide a 24/7 customer interface between GCC and the public, parish and town councils, and members, ensuring prompt responses to highway and weather-related emergencies.
- Our maintenance services include carriageway and footway repairs, gully emptying, grass cutting, winter maintenance, and a wide range of other cyclical and responsive services.
- We undertake major carriageway and footway enhancements and renewals.
- We offer highways and transport consultancy services, including design support, technical advice, and bidding support to secure new investment.
- We maintain street lighting across the county.

Strategic Context – the 'why'

Tackling Climate Change: Supporting the work on tackling the climate emergency, we envision a greener Gloucestershire where our current lifestyle respects future generations and the natural environment. Highways and Infrastructure will play a crucial role in reducing emissions to achieve net zero, leading by example by considering climate change in our decisions and partnerships, including within key construction contracts. Key initiatives include replacing highway ash trees on a 2-for-1 basis and creating a 26-mile separated cycle route connecting Bishops Cleeve, Cheltenham, Gloucester, and Stroud, as well as the introduction of EV charging at sites such as Arle Court Transport Hub.

Improving Our Roads: Our goal is to maintain local roads that serve all road users in Gloucestershire, creating a resilient network that supports reliable journeys and boosts local businesses. We aim to deliver an additional £100 million in road resurfacing, manage the number of roads needing significant repair or replacement, and enhance network resilience to adverse conditions. This includes a shift towards more proactive planned works and fewer reactive repairs, ultimately improving customer satisfaction with road conditions.

Sustainable Growth: We support a county-wide plan for sustainable growth, delivering coordinated housing and development along with the necessary infrastructure, skills, and training. Highways and Infrastructure will help secure funding and deliver the infrastructure required to support this growth.

Levelling Up Our Communities: We collaborate with communities across Gloucestershire to reduce inequalities, regenerate high streets, market towns, and neighbourhoods, and improve infrastructure, jobs, skills, and education. Highways and Infrastructure will provide sustainable transport solutions and listen to local communities to help them achieve their goals.

Securing Investment for Gloucestershire: We work with partners to attract the investment needed for major infrastructure projects that support sustainable economic growth. Highways and Infrastructure will support the delivery of significant transport investments, including M5 J10, A417 Missing Link, the Gloucestershire Sustainable Travel Corridor, and major active travel schemes.

Annual priorities – the ‘how’

Network Maintenance and Operation: Maintain and operate the Highway and Public Rights of Way networks, ensuring compliance with statutory functions through an inspection and maintenance regime.

Structural Maintenance: Deliver structural maintenance schemes as part of the £100 million road resurfacing pledge, focusing on both classified and local roads.

Major Transport Projects: Implement major transport projects to drive economic growth, including M5 Junction 10 and a diverse capital portfolio of bridge and geotechnical schemes, supporting district councils across Gloucestershire.

Active Travel Schemes: Secure funding and deliver major active travel schemes to improve access to key services and employment opportunities.

Customer and Highways Transformation: Support and implement improvements from customer enhancement and highways transformation programs.

Data-Led Investment: Maximise opportunities for data-driven investment to enhance network resilience using an asset management approach.

Managing Risk: Taking an asset management approach to prioritise limited resources on minimising risk across the network, e.g. proactively addressing ash dieback across Gloucestershire.

Skills Development: Support apprentices and foster construction skills growth through the Highway Skills Academy.

Technological Innovation: Embrace technological advancements to improve working methods and service delivery.

Social Value Commitments: Collaborate with suppliers and providers to meet social value commitments and targets aligned with National TOMs and GCC's legacy outcomes.

What are the current service drivers shaping your service? Consider national and local issues

Economic Recovery and Growth: Balancing transport network management with carbon reduction and biodiversity enhancement. Key projects like M5 J10 are vital for Gloucestershire's economic goals.

Economic Market Conditions: Uncertainty in the construction sector and global economy, coupled with high inflation, particularly in energy costs, challenges the financial sustainability of maintaining the network. This is also then seen in higher prices as providers build in higher levels of risk to their tendered prices in procurement.

Climate Change: Increased flooding, extreme weather events, and the need for resilient infrastructure. Operations must adapt to these changes, focusing on decarbonisation, EV charging, and sustainability.

Active Travel: Promoting accessibility and active travel, including the PROW network as well as providing support for other sustainable transport opportunities such as rail and buses. This supports public health and carbon net zero goals but requires design expertise and additional maintenance.

Aging Infrastructure: Significant maintenance backlogs due to aging assets and insufficient government funding. Additional investment is needed to manage these backlogs and provide optimal service.

Health and Safety: Ensuring the safety of over 400 staff working on construction sites and the highway network, including staff, contractors and the public.

Skills Shortage: Addressing the shortage in construction and engineering skills, with a focus on developing new talent through the Highway Skills Academy and succession planning.

Customer Perception: Aligning customer feedback with actual performance to improve reputation and service delivery through the Highways Transformation Programme.

Digital and Business Acceleration: Leveraging technology (including AI) to enhance service delivery and customer interaction, while responding quickly to bidding opportunities despite staff resource challenges.

Social Value: Leveraging the opportunities from high value contracts over long periods of time to build in social value commitments from providers which benefit communities across Gloucestershire and support the Council's strategy. As a significant part of the procurement evaluation criteria this can lead to different behaviours from providers who are tendering.

Resources			Staffing		
Last years budget (2024/25)	£30.6m	25/26 revenue budget shown includes some contractual inflation, as well as one off and base budget allocations for ash die back, energy costs and highways transformation work, some deductions for one off MTFS funds. Capital budget for 25/26 is currently set at circa £100m – this will vary slightly through the year as the capital target is adjusted for risk.	Last years FTE (2024/25)	120	
(2025/26) budget	£30.4m		(2025/26) FTE	132.9	
Funding Streams: Capital grants from the Department of Transport for highways maintenance block and integrated transport block as well as allocated funds for Active Travel; Homes England; S106/CIL monies. Revenue funding from within Council corporate budget.			Recruitment, retention and succession issues: Recruitment of skilled staff in the construction industry remains challenging. In areas of specialist knowledge and experience, the competition for similar skills with the private sector is difficult and this has resulted in interim/agency staff being used to fill gaps. Market rate supplements are in place which have assisted to some degree in maintaining the status quo. There is a potential for uncertainty around devolution, when it happens, to impact on the ability to retain and recruit staff.		
Financial challenges: DfT funding for structural maintenance is insufficient to keep up with deterioration. Aging infrastructure and backlog of deterioration of assets creates pressure within revenue and capital budgets. Climate change impacts on the rate of deterioration of assets and the frequency of major response incidents. Retention of skilled/experienced staff and the risk of reliance on agency or contract staff will continue to be a pressure moving forward. Insufficient forward visibility of government funding makes it difficult to retain an experienced technical workforce.					

Key Contracts managed by this service/function: list all contracts that are: (>£250k Platinum or business critical or expiring before September 2026, or on the Social Value Portal)					
Contract Ref (DN number found in the contracts register)	Contract Name & Description	Total Contract Value	Contract Owner	Contract End Date*	Social Value Portal Y/N
DN311331	Gloucestershire - Highways Term Maintenance Contract	£430m	Jenny Goodson	2030	Y
DN363742	Gloucestershire Highways Professional Services Contract	£60m	Alan Bullock	2029	Y

DN90041	Street Lighting - Term Maintenance Contract	£41m	Ken Pitt	2030	Y
DN584218	Surfacing Works for Gloucestershire County Council	£80m	Dave Hicks	2026	N
DN5000700	M5 J10 land referencing and valuation	£460k	Chris Beattie	2026	N
	Planned – M5 J10 HIF retained professional services instruction via ESPO	Est £1.8m	Chris Beattie	2026	N
DN762032	M5 J10 legal support incl. conveyancing	£260k	Chris Beattie	2026	N
DN761601	M5 J10 Wales and West (design of utility diversions and survey)	£270k	Chris Beattie	2026	N
	Planned – Coombe Hill Junction Improvements construction contract	Est £3.5m	Andrew Pattenden	2026	Y
DN618078	M5 J10 Early Contractor Involvement – Stage 1	£28m	Chris Beattie	2026	Y

*Without extensions

Change Projects & Programmes - <i>managed by this service/function</i> (including contract retendering work)			
Project Title & short description	Project Value	Project Manager	Decision Dates
Professional Services Contract – mobilise the new contract from 1 st April 2025 including the specialist supplier framework	£15m pa	Alan Bullock	Expect mobilisation to be substantially complete by September 2025
M5 J10 Delivery – progress the delivery scheme of the M5 J10 DCO scheme (upon approval by Secretary of State) and delivery of Coombe Hill junction improvements.	£334m	Chris Beattie	DCO decision expected Summer 2025
Highways Transformation Work – to work across teams and with colleagues and partners to support improvements to efficiency, delivery and customer service through the Highways Transformation Programme.	£1.1m	Kathryn Haworth	Ongoing programme through year to March 2026
Skills Academy – to focus on delivering the skills academy strategy for consolidating the work across providers/partners in order to support resilience and capacity to deal with the forward programme, combined with a continued focus on completing apprenticeships and professional development across the business.	-	Kev Downer	Ongoing programme through year to March 2026
Highway Depot Strategy – to work in collaboration with AMPS to develop a long term strategy for the provision of fit for purpose highway depots, including the identification and progress of a replacement highways depot in the Cheltenham/Tewkesbury area and any associated business case or options appraisal. To work with AMPS on delivery of temporary improvements to the existing Bamfurlong Depot.	£12m	Jenny Goodson	March 2026 Delivery of temporary facility by July 2025

For support, contact the Planning and Coordination Team - PACT@gloucestershire.gov.uk

Ash die back - to deliver the prioritised ash removal programme for a further year alongside the delivery of a corresponding replanting programme.	£1m	Jenny Goodson	March 2026
Procurement of Structural Maintenance contract – to procure a new structural maintenance contract to be in place from April 2026 when the current contract expires including any necessary stakeholder and market engagement.	£20m pa	Dave Hicks	March 2026
Strengthening contract management – enhancing and supplementing the highways commercial team to ensure robust contract management and performance monitoring is in place for key contracts.	£180k	Kev Downer	July 2025

Business as Usual activity and Key Service Milestones (e.g. reporting deadlines, statutory return dates, Cabinet report dates, events run by or impacting the service etc.)

Activity	Person Responsible	Key Dates
Delivery of operational maintenance inc. safety inspections, winter and emergency management	Jenny Goodson	Ongoing
Provision of the customer service interface for highways and administration functions for key services across EE&I	Kev Downer	Ongoing
Delivery of the capital highway improvements programme including the further phases of the Gloucestershire cycle spine and other elements of the infrastructure programme	Alan Bullock	Ongoing
Delivery of the major projects portfolio, inc. M5 Junction 10	Alan Bullock	Ongoing
Delivery of street lighting maintenance	Ken Pitt	Ongoing
Delivery of structural maintenance programme including additional capital investment	Dave Hicks	Ongoing
Delivery of PROW maintenance including bridges, routes and working with volunteer groups; and operational management of PROW network	Nicola Chidley	Ongoing
Policy and asset management review and update TAMP	Kev Downer	Ongoing
Revenue and capital budget management, including MTFS bid process	Kathryn Haworth	Ongoing, MTFS June
Annual review of adverse weather policy including community self-help/resilience.	Jenny Goodson	November 2025
Contract management of key service contracts	Service managers	Ongoing
Continuous improvement across customer service, stakeholder management etc.	Kev Downer	Ongoing

***Please note:** there should be a connection from the priorities/objectives you listed in the previous section and the activity you list here to deliver on those. Focus on the high level activity you would expect to report on to your Director, rather than detail.

***Please flag any BAU activity or change projects** that you think have the **greatest potential to impact on health inequalities (HIE)** in your service area, as this will help us track our impacts on delivering against the health inequalities agenda. Please add a **HIE** reference at the end of the activity description. Further info/guidance here: [Prevention: what is it and why is it important? | Gloucestershire County Council](#). Contact sue.weaver@gloucestershire.gov.uk for any further information /advice.

Further information on the Council's Decision Making Process - [The decision making process - Staffnet](#) *Here you can access Cabinet dates / deadlines, templates and details of support available on the process. Please do include above which Cabinet dates you are aiming for (even if this is not yet finalised). If link above is broken due to Staffnet changes please contact felicity.deane@gloucestershire.gov.uk or liz.riches@gloucestershire.gov.uk*

Service Performance Dashboard:

	Inphase code	Measure Title/Description	Unit	bigger is better /smaller is better	Baseline	Targets					Reporting Basis M/Q/ A
						25/26 Target(s)				Owner	
						Q1	Q2	Q3	Q4		
Corporate Performance indicators for this area	ENV H66	% of 2 hour emergency repairs made on time	%	Bigger is Better	96%	96%	96%	96%	96%	J Goodson	Q
	ENV H67	% of 24 hour defects repaired on time	%	Bigger is Better	96%	96%	96%	96%	96%	J Goodson	Q
	LPI ENV 25	% of 28-day defects repaired in time	%	Bigger is Better	95%	95%	95%	95%	95%	J Goodson	Q
	NI168	% of principal roads where maintenance should be considered	%	Smaller is Better	2%	2%				D Hicks	A
	NI169	% of Non-principal classified roads where maintenance should be considered	%	Smaller is Better	4%	4%				D Hicks	A
	SPD25	% of structural maintenance programme delivered	%	Bigger is Better	100%	25%	50%	75%	100%	D Hicks	Q
	EN04	% of gully cleansing programme complete	%	Bigger is Better	100%	25%	50%	75%	100%	J Goodson	Q
	SPD26	Overall resident satisfaction with Highways Network	%	Bigger is Better	48%	48%				K Haworth	A
	SPD69	Number of Winter maintenance runs completed	No.	Smaller is Better	156	3	0	54	99	J Goodson	Q
	SPD70	Average number of additional days to complete overdue 28 day defect repairs	No.	Smaller is Better	1	1	1	1	1	J Goodson	Q
	SPD71	% of unclassified roads where maintenance should be considered	%	Smaller is Better	12%	12%				D Hicks	A
Internal Service Indicators	HIG47	Number of 28 day defects repaired in time	No.	Smaller is Better	Provided as context for corporate KPIs					J Goodson	Q
	HIG48	Number of 2 hr Emergency defects repaired overall	No.	Smaller is Better	Provided as context for corporate KPIs					J Goodson	Q
	HIG49	Number of 2hr Emergency defects attended on time	No.	Smaller is Better	Provided as context for corporate KPIs					J Goodson	Q

	HIG50	Number of End of next Working day defects repaired overall (24hr)	No.	Smaller is Better	Provided as context for corporate KPIs					J Goodson	Q
	HIG51	Number of End of next Working day defects repaired in time (24hr)	No.	Smaller is Better	Provided as context for corporate KPIs					J Goodson	Q
	ST08.1	Enquiry Volume (email, letters, web and telephone)	No.	Smaller is Better	51,000	12,750	25,500	38,250	51,000	K Downer	Q
	ST08.4	% of web enquiries to total enquiry volume	%	Bigger is Better	65%	65%	65%	65%	65%	K Downer	Q
	OP05	% of Asset Inspected On Time	%	Bigger is Better	100%	100%	100%	100%	100%	J Goodson	M

Guidance & the Corporate Performance Indicators can be found on Staffnet, [Business Planning - Staffnet \(gloucestershire.gov.uk\)](https://businessplanning-staffnet.gloucestershire.gov.uk)

Significant Risks to/Opportunities for Service

Summarise and score your key service risks using the GCC risk matrix below:

Risks/Opportunities	Inherent Risk/Opportunity Score (5/5)			Controls/Enablers	Residual Risk/Opportunity Score (5/5)			Risk Owner
	Likelihood	Impact	Score		Likelihood	Impact	Score	
Health and Safety - There are over 400 staff supporting our role as the Highways Authority many of which spend all or a portion of their working day on construction sites or out on the highway network with all of the inherent health and safety concerns associated with traffic and construction activities.	3	5	15	Regular H&S meetings including review of risk registers, H&S training for staff, H&S audits to ensure compliance, lone working processes in place, robust review and application of CDM and other construction H&S legislation compliance at scheme level.	2	5	10	Kathryn Haworth
Aging Infrastructure: Significant backlogs of maintenance requirements - capital grant allocations from government are not sufficient to keep up with annual deterioration with the likelihood that backlogs will continue to grow. Associated reputational risk as public sees deterioration and associates it with poor service.	4	4	16	Development of business cases to improve backlogs and actively seeking grant and other funding opportunities to maximise additional investment. Continual service efficiency development to make the most of existing budgets as well as developing ways to help communities help themselves. Need to focus on customer interactions to provide the best possible customer experience even where it is not possible to carry out the request.	4	3	12	Kathryn Haworth
Funding Sources: Reliance on external funding contributions (HoE, DLUC, DfT etc) to underpin major project workstreams and resources. These are often outside of the Council's direct control but the dynamic nature of these can have a significant impact on delivery of major projects. This also includes the reliance on S106 and CIL funding for major projects.	4	4	16	Clear understanding of risks associated with project funding and the Council's exposure or liability. Establishment of close working relationships with partner organisations to understand processes and opportunities to influence.	3	3	9	Kathryn Haworth
Climate Change: More frequent and extreme weather events are likely to cause damage to existing assets and increase rates of deterioration.	4	4	16	Prioritisation of programmes of work (including £100m investment delivery) to those areas which provide most long-term benefit to the network and future resilience.	4	3	12	Kathryn Haworth
Network Resilience: Frequent and severe weather events impacting on an aging transport infrastructure where loss of parts of the network and lack of easy alternative routes leads to economic impact (e.g. landslips, floods), as well	4	4	16	Identifying key points on the network and seeking long term funding for developing alternative routes or schemes that mitigate the impact of the weather events such as flood prevention projects	4	3	12	Kathryn Haworth

as the diversion of resources away from planned works to reactive response.				or developing a long-term plan for dealing with ash die back impact on the network.				
Inflation and volatility in construction sector: caused by high volumes of work, supply chain issues, Ukraine war and energy/oil prices. Significant volatility in availability and cost of materials and services with large increases being seen and expected to continue. This will have an impact on cost of projects and potentially on deliverability in some cases. Council can be committed to delivery of a project without ability to recoup justified additional costs associated with market volatility.	4	4	16	Construction inflation indices used in all long-term contracts with providers which provides some measure of protection. Longer term planning where possible will give opportunities to secure supply chain. Contract mechanisms to be considered carefully for all new projects at tender stage.	4	3	12	Kathryn Haworth
Skills/workforce/resources: significant issues in recruitment and retention of skilled staff both internally, externally and with providers/contractors. Pressures from a buoyant construction market with skills shortages across the sector. Insufficient internal resources create workload pressures for the existing workforce.	4	4	16	Development of business cases to ensure resources and staffing are in place to deliver council priorities. Continued work with HR partners to improve and publicise the public sector benefits. Continued work with Highway Skills Academy to develop own talent and apprentices to create a pipeline of skilled staff.	4	3	12	Kathryn Haworth
Skills/workforce/resources: ability to recruit and retain sufficient skilled resources within council client teams gives the ability to better control and provide cost efficiency, thus providing more value to the built or maintained asset.	Opportunity			To take advantage of this opportunity the appropriate businesses cases need to be made to demonstrate the value in having skilled inhouse resource.	Opportunity			Kathryn Haworth
Commercial/contractual management: pressures created by the scale and significance of the key highways contracts, their routine maintenance and the longer term requirements for review, performance management and commercial negotiation. Small number of skilled individuals creating a resilience issue.	3	5	15	Widening the training and skill base across the highways team for day to day management, including service manager duties. Potential supplementing of roles within the team.	3	4	12	Kathryn Haworth
Digital and business acceleration: technology provides great opportunities for improving the delivery of highway services and is changing the way that customers and partners want to interact with the service, with the necessity to consider how to invest in the customer interface.	Opportunity			To take advantage of this opportunity resources need to be allocated to explore, trial and develop solutions that streamline the offering, including investment in lean process review.	Opportunity			Kathryn Haworth
Organisational change: changes, delays or responsibilities being transferred resulting from national or local elections impacting on project or programme progress, creating delays and/or redefining council priorities. Similarly the impact	3	5	15	Preparation works and briefing notes to ensure interested parties can be kept informed/up to date with minimal delay. Ensuring business cases are current and milestones/grant conditions etc. are clearly defined.	3	4	12	Kathryn Haworth

of senior leadership change and/or devolution impact.								
Systems/legislation implementation: new Procurement Act being implemented in parallel with corporate systems change for SAP finance and procurement giving rise to the possibility of start up issues and inability to pay providers and keep work occurring on the network	3	4	12	Ensure all teams have uploaded contract details for upload into new systems, that training is undertaken and contingency plans are in place for major contracts	2	4	8	Kathryn Haworth

Visit [Risk Management Accompanying guidance](#) for more information, including the scoring matrix in Appendix 3

Business Continuity:

Where can your Business Continuity Plan be found?	Has the BCP been tested in the last 12 months ?
HBCP02 GCC-BCP Highways v6 12 08 2024 protected	Yes 22 nd January 2025 – EE&I BCM Exercise 1 st October 2024 – Highways Desktop Exercise (Cyber)

For more Information visit the BCM page: [Business Continuity Management](#)

Equalities Response

With reference to the equalities information set out within your *Directorate Plans*, describe your approach to meeting the public sector equalities duty in your service area: ***These are the responsibilities of your team(s). Outline how they are working to embed awareness, eliminate discrimination, advance equality of opportunity, foster good relations and deliver best practice.***

- **Guidance on [equalities impact assessment templates](#), [ensuring data anonymisation](#), and [collecting equalities data](#)**

Our team is dedicated to ensuring that our service area meets the public sector equalities duty by:

Creating and enforcing policies that promote equality and prevent discrimination. Regularly reviewing and updating these policies to reflect current best practices and legal requirements.

Providing training programs for all staff to raise awareness about equality and diversity issues. Ensuring that all team members understand their roles and responsibilities in promoting an inclusive environment.

We engage with diverse communities to understand their needs and perspectives. Building strong relationships with community groups to foster trust and collaboration. We advance equality of opportunity by identifying and addressing barriers that prevent individuals from accessing our services and trying to provide targeted support and resources.

We embed awareness by integrating equality and diversity considerations into all aspects of our work. This includes incorporating equality objectives into our strategic planning, ensuring that all communications and materials are inclusive and accessible, promoting a culture of respect and inclusion. To eliminate discrimination, we have a zero-tolerance policy towards any form of discrimination or harassment as well as provide clear procedures for reporting and addressing discriminatory behaviour.

We are also committed to delivering best practice by staying informed about the latest developments in equality and diversity as well as ongoing evaluation of our services to ensure they are effective and inclusive.

Climate Response

In 2019 Gloucestershire County Council made a commitment to achieve net zero by 2030. Across our services, we all undertake activities that contribute to our carbon emissions. Please outline how you are working across your service area and with your team (s) to:

1. understand and assess the impact of service delivery on the climate, for example training/awareness raising
2. measure and monitor these impacts through improved data captured to calculate our carbon emissions,
3. implement carbon reduction measures particularly with regards to suppliers
4. continuously improve our carbon reduction emissions within service delivery

Examples could be: ensuring staff are supported through awareness raising or training activities; providing accurate and timely data; reducing the use of resources and carbon emissions through efficient journey planning; ensuring positive climate action is embedded into procurement activity; new contracts are monitored annually to reduce carbon emissions.

Link to guidance on Climate Change: [Climate Impact guidance](#)

Our highways service is committed to understanding and assessing the impact of our service delivery on the climate. We achieve this through a variety of means: We provide appropriate training for team members to increase awareness of climate change and its implications. Additionally, we conduct thorough assessments of our projects and activities to identify their potential environmental impacts. This includes evaluating our operations and exploring ways to mitigate negative effects. We evaluate carbon reduction and sustainability as part of the tender evaluation process within procurement of supply chain. We work closely with our suppliers to encourage the adoption of greener practices. This includes sharing best practices and providing support for sustainability initiatives. Continuous improvement is at the heart of our approach to carbon reduction: we invest in innovative technologies and practices that reduce our carbon footprint. This includes the use of low-emission vehicles, energy-efficient equipment, and sustainable construction materials where possible.

	<i>Signature</i>	<i>Date</i>
Head of Service/ Lead Commissioner	<i>K. Haworth</i>	<i>17/2/25</i>
Director		