

## Highways for the Future

### Terms of Reference for Member Reference Group

#### Introduction

Surrey's highway service is going through an ongoing process of transformation to ensure that it can continue to maintain and improve the highway network, improve member, resident and business satisfaction, whilst facing ever decreasing funding. Key issues that need to be addressed include:

- Aligning the maintenance and improvement of the network. Recent changes to the Assistant Director roles in the Environment and Infrastructure Directorate will support this alignment.
- Developing clear performance criteria for the highway, including condition, safety, congestion, contribution to economic growth, which captures the plans and aspirations of all key stakeholders and is affordable, and determining when this will be achieved by.
- Developing a delivery strategy to achieve the performance criteria set out above. This will include reviewing current delivery strategies, such as Operation Horizon and safety defects management, to determine if they are suitable approaches to build on for the future.
- Determining a procurement strategy, including a decision on whether to extend the current Kier contract beyond 2017, developing a contract model for the contract that will replace the current ones, and considering opportunities for collaborative procurement.
- Determining an appropriate organisational structure, and the capability that will be required. This will start with changes to the E&I Directorate in the new year following the changes to the Assistant Director roles.

This programme of activities is called 'Highways for the Future'.

#### Role of Member Reference Group

Officers believe that a Member Reference Group would add value to this programme by:

- Providing a member perspective on future performance criteria, the levels of service and priorities.
- Providing a member perspective on the alignment between maintenance and improvement of the highway. I.e. bringing together activities currently separated into 'highways' and 'transport'.
- Providing insight and challenge to the reviews of the current delivery strategies, including Horizon, safety defects, asset management strategies etc. Also help consideration of member roles in future delivery strategies.
- Providing insight and challenge to current contract performance, and to consideration of the extension of the Kier contract.
- Providing insight and challenge to the development of future procurement strategies.
- Providing a member perspective on capability issues for the 'Client' organisation.

## Key Milestones

The Following key milestones have been identified for this programme:

December 2013 - Cabinet decision on acceleration of a Horizon

January 2014 - Project plan developed for programme

April 2014 - further changes to structure following AD changes

May 2014 - Horizon review and lessons learned

October 2014 - initial set of performance criteria developed for 2015/16 budget setting

November 2014 - Safety defects review and lessons learned

December 2014 - initial recommendations on extension to Kier contract