



Audit & Governance Committee  
28 November 2022

## Highway & Transport Budgets – follow up report

### Purpose of the report:

To provide more in-depth information surrounding the governance and process for decision making for Highway budgets in the Capital Maintenance Programme (Horizon) and Integrated Transport Schemes (ITS).

### Recommendations:

It is recommended that the Audit and Governance Committee:

1. Note the contents of the report; and
2. Confirm any further budget lines the Committee would require additional in-depth information for the governance and decision-making process.

### Introduction:

1. In June 2022 the Audit and Governance Committee received a report for Highways & Transport budgets that provided an overview of the capital and revenue budgets within the Service and the associated decision-making policies and procedures.
2. The Committee recommended a follow up report should be received which provides more detailed information surrounding the process for decision-making on budget lines. This report is in response to that recommendation and is using two specific budget lines to expand on the detail to ensure it provides the information in the right format and level of detail.
3. In July 2022 a Members Guide (Annex 1) was produced as a 'how to guide' to support members on addressing key decisions or responding to the main issues raised by constituents. Whilst this guide sets out a high level step by step process it did not contain full details around how the budget decisions were made.

4. Process maps have been developed to set out the step-by-step detail for how decisions are made. These can be found in Annex 2 – Highway Budget Options.pdf and are listed below.
  - 4.1 **Road/Footway Condition Request 2023/24 Funding.pdf** takes the perspective that a road has been identified in need of repair and details the options/budget lines that could be used to respond depending on investigation of the issue.
  - 4.2 **Capital Maintenance Funding 2023/24.pdf** sets out the capital maintenance process from a member's perspective and the steps to follow when allocating their £100k capital budget.
  - 4.3 **Horizon Planned Works Programme.pdf** explains how the programme of work is prioritised and details how schemes are added to the programme.
  - 4.4 **ITS 2023/24 Funding.pdf** explains the governance and prioritisation of Integrated Transport Schemes (ITS) for the 2023/24 financial year.
5. Additional information to support how the process maps can be read and to offer additional context to the process is set out in the report.

#### Capital budget for the Horizon programme

6. Capital budgets are used to maintain and improve Highway Assets including roads, pavements, bridges, traffic signals and safety barriers. A table setting out the breakdown of Highways & Transport Capital budgets was provided in the June committee report and is attached as Annex 3.
7. This report focusses on the capital budget for Highways Maintenance (roads and footways) which is managed via the Horizon Programme.
8. Horizon is the name we give to our planned programmes of maintenance works for roads, pavements, bridges and structures, safety barriers, drainage, and traffic signals. The programmes are developed on a five-year rolling basis. A glossary of terms has been provided at Annex 4 to describe the terminology, teams and processes used for the Horizon programme.
9. The programme is governed by the [Asset Strategy](#) which sets out the context of how we manage all Highway Assets. The Strategy is reviewed every two years and will next be updated in December 2022.
10. The Horizon programme is primarily developed by the results of condition data and asset lifecycle intervention models, but schemes are also included by member and customer nominations. All schemes (roads and footways) are assessed by the Asset Team to determine their suitability for the programme and the proposed treatment that will be carried out.
11. Schemes are prioritised based on cabinet approved criteria which were developed using best practice industry guidance found in [Well Managed Highway Infrastructure: A Code of Practice](#). The Asset Team apply the

criteria from the [Prioritisation Policy](#) to create the prioritised lists of schemes.

12. This list is passed to the Highway Engineering Team who work with our Contractors and Consultants to determine the appropriate design for each scheme and with our Streetworks Team to review when the most appropriate time for the works is.
13. If a scheme cannot go ahead, this is usually because there is a clash with other works either on the same road or on the diversion route at the optimum time for the works to take place. If the scheme cannot be moved to a different time during the year, the scheme will be deferred to the following financial year. Other reasons for schemes to be deferred include when that the location is not suitable for the suggested treatment following further assessment and therefore the scheme will be deferred while a more suitable design is sought.
14. After the budget is approved in February, the online [Horizon Webmap](#) is updated. The map displays historic, current and future schemes for the Horizon Programme.
15. Members can nominate schemes for consideration in the Horizon programme by emailing [members.horizon@surreycc.gov.uk](mailto:members.horizon@surreycc.gov.uk) or by liaising with the Stakeholder Engagement and Commissioning Team. Once the road has been inspected and the prioritisation policy applied, members will be advised of the outcome of their nominated scheme.

### **Capital budget for Integrated Transport Schemes**

16. Integrated Transport Schemes (ITS) is the name given to non-maintenance improvement works on the network. The scope is wide and can range from small scale dropped kerbs to improve access for wheelchairs / buggies through to larger junction improvements which may have a multitude of benefits for pedestrians, cyclists and general road users. The Surrey Transport Plan was formally adopted as policy in July 2022, and this details how we prioritise access to the network.
17. The capital budget available to Members is £11m for this financial year and expected to be the same in 2023/24. Each Member is allocated £100,000 each which they can use to support highway maintenance or up to £30,000 of it for small scale ITS works. This leaves a remaining budget of £2,900,000.
18. With the changes to the role of the Local / Joint committees a new process has been introduced to ensure that there is adequate governance and oversight as to how this budget is best used for the benefit of Surrey residents. The general principle was agreed by Cabinet in February 2022, but the details are explained below.
19. Each year, Members will be invited to submit a request for an ITS scheme. These requests will, if needed, undergo an outline technical assessment to determine the viability of any suggestion. Officers from

the Stakeholder Engagement team will work with Members to ensure they are supported in the process.

20. All requests will be assessed by Officers against a prioritisation process based upon the objectives of the Surrey Transport Plan and wider county aspirations. This prioritisation process was reviewed by the Communities, Environment and Highways Select Committee in September 2022. The intention is that the final process is formally approved by the Cabinet Member for Highways and Community Resilience at a public Cabinet Member decision meeting in late November 2022. This year, and in subsequent years, the Cabinet Member will review the recommendations of Officers for the forthcoming year's prioritised ITS programme and request amendments or approve the programme as determined to ensure the best use of the available budget. Each year the approved and funded list of schemes will be shared with Members and be publicly available.
21. Officers will then work to design and deliver the ITS programme and will ensure the relevant Divisional Members are kept up to date with their scheme(s). Discussions will be had with those Members whose schemes were not successful for funding to explain the reasons why. There will be full transparency of any scoring or other factors used for the prioritisation.

#### **Conclusions:**

22. The further detail provided in this follow up report aims to provide the Audit and Governance Committee greater visibility on the governance and decision making for Highway activities. The process maps include a greater level of detail than has previously been produced however they should be viewed as complimentary to the previously issued Members Highway Guide. Further detailed process maps can be provided by the Highways & Transport Service as deemed necessary by the Committee.

#### **Financial and value for money implications**

23. There are no direct financial and value for money implications of this report.

#### **Equalities and Diversity Implications**

24. An EIA has not been completed as the report is providing further explanation on current processes rather than proposing any changes.

#### **Risk Management Implications**

25. There are no new risk implications of this report.

#### **Next steps:**

The Service will continue to review the Highways Members Guide and keep it up to date, reissuing as necessary. This document will continue to be the

main source of written guidance for County Council Members on Highway activities. The Service will however also continue to work with the Audit & Governance Committee, as required, to produce and discuss further detailed process maps on more highway activities.

---

**Report contact:** Richard Bolton, Assistant Director – Highways Operations and Infrastructure, Highways and Transport Service.

**Contact details:** [Richard.bolton@surreycc.gov.uk](mailto:Richard.bolton@surreycc.gov.uk)

**Sources/background papers:**

[Highways & Transport budgets Audit & Governance report 13 June 2022](#)

[Highways & Transport Asset Management Strategy December 2020](#)

[Well Managed Highway Infrastructure: A Code of Practice\\_](#)

[Capital Prioritisation Policy for Highway Assets April 2020](#)

Annex 1 Member Pack June 2022.ppt

Annex 2 Highway Budget Options.pdf

Annex 3 Highways & Transport Capital budgets.doc

Annex 4 Glossary of terms relating to the Horizon Programme.doc

This page is intentionally left blank