

**RESOURCES & PERFORMANCE SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
February 2025**

Annex B

The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

<b>KEY</b>			
	No Progress Reported	Action In Progress	Action Completed

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
18 July 2024	Digital Inclusion	<b>RPSC 11/24:</b> However, the Resources and Performance Select Committee also recommends that the Digital Inclusion Strategy is discussed with the Disability Partnership Board and their recommendations, along with those from other representative organisations, including the Surrey Minority Ethnic Forum, come to this committee.				<p align="center"><b>Response as of 26 September 2024</b></p> <p align="center"><b>Ongoing:</b></p> <p>The Digital Inclusion Strategy was tabled at the October meeting of the Disability Partnership Board. Officers have already met with a number of representative organisations (including Surrey Coalition of Disabled People, Age UK Surrey, Sight for Surrey and SMEF) both individually and via the Surrey Digital Inclusion Group. The revised action plan was presented to the Surrey Digital Inclusion Group on September 23 and was welcomed and endorsed by the group.</p>

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18 July 2024	Customer Transformation Programme	<b>RPSC 16/24:</b> Recommends that an updated Business Case is brought back to this Select Committee, including detailed financial, technical and other information on the risks and benefits of the programme.			30/9/24	<p>Recommendations distributed for response on 18 July 2024.</p> <p align="center"><b>Response of Friday 27 September:</b></p> <p>The Customer Programme will share relevant and appropriate information with the Member Reference Group from the R&amp;P Select Committee, which is to be established following Cabinet’s response to Resources and Select Committee report on 23 July 2024.</p> <p><b>Update:</b> A Customer Transformation Member Reference Session took place on 12 December 2024.</p>
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18 October 2024	Strategic Investment Board Annual Report 2023/24 - SCC Property Portfolio	<b>RPSC 17/24:</b> The select committee notes the report, notes the report of the CEHSC considering the risk strategy seen by them, and recommends that a risk profile of capital expenditure and forecasts come back before this select committee for further oversight and scrutiny.	Neil Jarvey	20/11/24		Distributed to officers for response on 22 October 2024.  <b>Response:</b> If this question is about wider organisation capital expenditure, then I propose it is best dealt with as part of the scrutiny of the overall Treasury Management Strategy.  If it relates purely to the investment assets, then the only capital expenditure in the forecast relates to Brightwells. As the leasing progresses then more will become known about landlord enabling works required to prepare units for tenant occupation.
18 October 2024	Strategic Investment Board Annual Report 2023/24 - SCC Property Portfolio	<b>RPSC 18/24:</b> Recommends that the select committee receive a further update on the leasing strategy in relation to letting premises within the Landlord and Tenant Act 1954 (as amended).		20/11/24		Distributed to officers for response on 22 October 2024.  <b>Response:</b> CMT will provide this separately to the Committee

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18 October 2024	Strategic Investment Board Annual Report 2023/24 - SCC Property Portfolio	<b>RPSC 19/24:</b> Recommends that the select committee receive an overview of the asset management strategy for properties owned by the council and Hasley Garton Property Ltd.	Neil Jarvey	20/11/24		Distributed to officers for response on 22 October 2024.  <b>Response:</b> The company strategy for HGP set out in 2023 and agreed by SIB states that the future strategy of the Company has been set against the principles below. On this basis the Company will: <ul style="list-style-type: none"> <li>• Retain a clear and dedicated focus on long term revenue return.</li> <li>• Adopt a portfolio approach by developing an Annual Company Business Plan.</li> <li>• Retain existing assets forecast to deliver long term, secure income with minimum volatility.</li> <li>• If necessary, divest underperforming assets to maximise optimum portfolio performance and recycle capital proceeds to ensure a diversified portfolio</li> </ul>
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						<p>alongside a robust Business Case setting out the financial implications. Individual asset actions are carried out in line with the above.</p>
18 October 2024	Strategic Investment Board Annual Report 2023/24 - SCC Property Portfolio	<b>RPSC 20/24:</b> Recommends that the Resources and Performance Select Committee receive an update on the capital investment in the Brightwells Regeneration Scheme at Farnham, with reference to the Economic Prosperity Strategy.	Neil Jarvey	20/11/24		<p>Distributed to officers for response on 22 October 2024.</p> <p><b>Interim response:</b> Neil Jarvey has requested clarification from Scrutiny Officer as to whether this is just a general update on progress with the scheme.</p>
18 October 2024	Strategic Investment Board Annual Report 2023/24 - HGP Property Portfolio	<b>RPSC 21/24:</b> The select committee notes the report, and recommends that this committee receives further updates on any financing requirements of Halsey Garton Property LTD after consideration by the Halsey Garton board and by the council's Shareholder Investment Panel (SHIP).	Neil Jarvey	20/11/24		<p>Distributed to officers for response on 22 October 2024.</p> <p><b>Response:</b> Noted</p>

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6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<b>RPSC 1/25:</b> The Select Committee welcomes the council's work to deliver a balanced budget in an extremely challenging financial context through aligning revenue budgets, capital investment and transformation plans within both Directorates and the organisation and recommends that this integrated approach continues to be employed in future years.				<b>Cabinet Response:</b> Cabinet notes the Select Committee's comments
6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<b>RPSC 2/25:</b> The select committee appreciates the importance of ensuring continued financial resilience to protect services for residents and the important progress made to close the budget gap to the remaining £17.4m, but recognises that the Council will need to make difficult decisions to close the gap that is likely to continue to grow over the remainder of the medium term.				<b>Cabinet Response:</b> Cabinet notes the Select Committee's comments

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6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<p><b>RPSC 3/25:</b> The select committee welcomes the completion of <u>Equality Impact Assessments</u> for proposed budget efficiencies. The Committee notes that they are in different stages of completion and that further work is required to fully complete them to a high and consistent standard (using the agreed template and process). <b>The select committee recommends that this continues to be assessed as part of its work overseeing Equalities &amp; Diversity.</b></p>				<p><b>Cabinet Response:</b> Cabinet notes the Select Committee's comments</p>
6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<p><b>RPSC 4/25:</b> The select committee welcomes the reduced <u>capital financing costs</u> in the revenue budget, but <b>voices concerns about the deliverability of the scale of the remaining capital programme, and risks that this may therefore pose</b> to key priority areas of investment.</p>				<p><b>Cabinet Response:</b></p> <p>Cabinet notes the Select Committee's comments. Delivery of the capital programme will continue to be overseen by the Capital Programme Panel and Strategic Capital Groups. Capital expenditure against budget will be reported to Cabinet on a monthly basis as part of the ongoing monitoring of the Council's financial position.</p>

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6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<b>RPSC 5/25:</b> The select committee endorses the council’s <u>attitude to risk</u> and the budget’s risk profile, and <b>recommends that work continues to revise overall risk downward across the medium term (recognising the work of the Audit and Governance Committee to monitor risk). The Committee notes the significant risk associated with <u>transformation programmes</u> and has continued concerns about siloed working and effective governance and oversight across the programmes at the heart of the Council’s efficiencies savings (noting the experience with MySurrey) and urges the S151 officer to prioritise focus in this area.</b>				<b>Cabinet Response:</b>  Cabinet notes the views of the Select Committee. The Transformation programme has been refocused, there is a new streamlined governance approach to monitoring and oversight, there is a move to a “One Council” approach to transformation work and a clear approach to ensuring delivery.
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6 Dece mber 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<p><b>RPSC 6/25: Accountability for delivery of efficiencies:</b> The Committee supports the additional focus on good governance and <u>increased oversight of the delivery of savings</u> through implementation of efficiency delivery plans and robust monitoring to hold directorates to account; and looks forward to reviewing the success of this approach.</p>				<p><b>Cabinet Response:</b> Cabinet notes the Select Committee's comments</p>
6 Dece mber 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<p><b>RPSC 7/25: The Committee notes concern about the Maintenance backlog and requests to review past and current maintenance reports in more detail. (Possibly via a Task &amp; Finish Exercise)</b></p>	Diane Wilding, Director of Land & Property			<p><b>Cabinet Response:</b></p> <p>Cabinet notes the Select Committee's comments and agrees to a review. The Resources &amp; Performance Scrutiny Officer is liaising with Land &amp; Property to agree the best way to carry this out.</p>

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12 March 2024	Equality, Diversity and Inclusion Update (Item 6)	<b>RPSC 6/24:</b> In summer 2024, EDI Team to share the longer-term visions within the EDI Strategy.			22/08/24  Response due 11/09/24	<p>Shared with Committee on 12/04/2024</p> <p><b>Responses:</b> This is a longer-term action and will be available following a period of co-design with partners in late summer. We will share this as soon as it is ready.</p> <p><b>Updated Response of Tuesday 11 September 2024:</b> The work to develop the longer-term framework for ED&amp;I in Surrey is progressing well. We are currently engaging with colleagues internal to SCC and partner organisations on the evidence base which helps us to understand who is experiencing</p>

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Page 96						<p>greatest inequality of outcome and opportunity, and are therefore being left behind.</p> <p>The evidence base focusses on 5 key areas: Financial security and employment; Education and learning; Health and Wellbeing; Independent and secure living conditions; Access, participation and influence, individual, family and social life.</p> <p>The first draft of the Framework will be completed mid-November 2024. We will be sharing the draft evidence base with Members in the coming weeks and there is an opportunity for them to join a drop-in with Ioni Sullivan and I to discuss and share any reflections from their experiences of working within their communities on 3<sup>rd</sup> October at 2pm. We will also be in the marketplace scheduled at Woodhatch Place on 9<sup>th</sup> October.</p>

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18 July 2024	Customer Transformation Programme	<b>RPSC 15/24:</b> The Interim Executive Director of CDC committed to share more information on the benefits/efficiencies of the programme (e.g. how the benefits had been defined).			30/9/24	<p style="text-align: center;">Distributed for response on 8 August</p> <p style="text-align: center;"><b>Response of 27 September 2024:</b></p> <p>The Customer Programme will share relevant and appropriate information with the Member Reference Session of the R&amp;P Select Committee, which is to be arranged following Cabinet’s response to the Resources and Performance Select Committee’s report on 23 July 2024.</p> <p><b>Update:</b> The Customer Transformation Member Reference Session took place on 12 December 2024.</p>
18 October 2024	Cabinet response to the DB&I recommendations	<b>RPSC 19/24:</b> The Scrutiny Officer is to ensure that any updates on the implementation of the DB&I report’s recommendations are added to the FWP for after March 2025.			20/11/24	<p style="text-align: center;">Scrutiny Officer to undertake this in collaboration with the Chairman.</p>

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18 October 2024	Strategic Investment Board (SIB) Annual Report	<b>RPSC 20/24:</b> The Scrutiny Officer is to add an item to the Forward Work Programme considering the review of council investments over the next 12 months.	Jake Chambers, Scrutiny Officer  Neil Jarvey	20/11/24		Scrutiny Officer to undertake this in collaboration with the Chairman.  <b>Response:</b> Planning in progress for this, as well as additional governance steps with CLT and iCab.
18 October 2024	Strategic Investment Board (SIB) Annual Report	<b>RPSC 21/24:</b> The Strategic Finance Business Partner - Commercial to share with the committee figures relating to the cost-effectiveness of services provided by the council's different investment bodies e.g. Connect2Surrey	Neil Jarvey	20/11/24		Distributed to officers for response on 22 October 2024.  <b>Response:</b> The rationale and business case around the use of the Connect 2 Surrey model was not based on cost effectiveness or savings, necessarily, but around compliance and cost control. Additionally, the model seeks give greater transparency and influence through Board escalation. However, an approximate saving of £200-£400k pa saving on interim assignments has been calculated, based on a lower margin % than

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Page 99						<p>was charged through previous frameworks. Connect 2 Surrey is a 50/50 ownership structure with Kent Commercial Services (owned in turn by Kent CC).</p> <p>Surrey Choices is the other subsidiary that provides significant services to SCC. In the first three years of operation until 2017/18, the company suffered heavy losses, partly due to absorbing higher than expected volumes under a commissioning contract with the Council, resulting in it requiring a loan from the Council to provide financial stability. Since then, the financial situation has improved to deliver profits and then significant efficiency savings to the Council.</p> <p>Around 11% of income is from sources other than SCC. The majority of that (8% of the total income) is with external bodies</p>

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Page 100						<p>such as NHS and DWP or individual self-funders but still for the benefit of Surrey residents.</p> <p>Due to its primary role as a service company to SCC, Surrey Choices does not seek to make profits beyond generating an amount sufficient to repay debt to SCC. A financial sustainability review was carried out in 2023, which concluded that the company could remain financially viable as long as the level of income from SCC did not materially reduce.</p> <p>The company is able to provide services at a lower staff cost base than if provided in-house, as the majority of staff are on Surrey choices contracts rather than legacy SCC contracts with more costly terms and conditions.</p>

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Page 101						The company has been rated for 2 services by the CQC, being its care support service (“Shred Lives”) and its respite service (“Short Breaks”), both rated “Good”. Additionally, its employment support service has been rated “Excellent” by the Supported Employment Quality Framework and recently won a national award.
18 October 2024	Strategic Investment Board (SIB) Annual Report	<b>RPSC 22/24:</b> Strategic Finance Business Partner - Commercial to provide information on Surrey Choices and the benefits that it delivers to the council in employability.	Neil Jarvey	20/11/24		<p>Distributed to officers for response on 22 October 2024.</p> <p><b>Response:</b> The service currently has 256 people being supported to find employment (includes supported employment, eg job carving). It also has 431 people that they keep in touch with to ensure secured jobs are maintained.</p> <p>To directly quote from the Surrey Choices website:</p>

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						<p>“Our nationally recognised, employment support service, EmployAbility helps to find work placements, volunteer opportunities and paid work for disabled people, autistic people, those with sensory needs and those with mental health problems.</p> <p>Having a routine and developing skills is a great way to boost self-esteem, increase confidence and connect with other people.</p> <p>What will our team do to help our customers in employment?</p> <ul style="list-style-type: none"> <li>• We work with our customers to identify their skills and aspirations for work.</li> <li>• We support our customers with</li> </ul>

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						<p>creating a CV and job searching.</p> <ul style="list-style-type: none"> <li>• Benefit from interview preparation and support at interviews.</li> <li>• Our team work with both the customer and their employer to ensure everyone has all they need to complete the job.</li> <li>• The 'keep in touch' service is used to offer ongoing support for the customer and their employer.</li> </ul> <p>Our 'Place, Train, Maintain' approach to Supported Employment will help develop skills at every stage of the process."</p>

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18 October 2024	Strategic Investment Board (SIB) Annual Report	<b>RPSC 23/24:</b> The Scrutiny Officer is to follow-up on the possibility of the mid-year report of the Strategic Investment Board returning to the Select Committee for consideration.		20/11/24		Scrutiny Officer is undertaking to arrange this after the next review of the Committee's Forward Work Programme in December.  <b>Response:</b> Planning in progress for this. The cycle is proposed to have engagement with Select Committee at 3 points in the year, 1) Company Business Plans review, 2) Overall Investment Strategy, and 3) Annual Performance review
18 October 2024	Strategic Investment Board (SIB) Annual Report	<b>RPSC 24/24:</b> The Scrutiny Officer to collate previous years' SIB annual business reports to share with the select committee		20/11/24		Distribution of these reports to committee members is being arranged.
18 October 2024	Strategic Investment Board (SIB) Annual Report	<b>RPSC 25/24:</b> The Strategic Finance Business Partner – Commercial to update on where the public can view the total amount of income received and capital invested by the council in its investment companies, on a company-by-company basis. Officers to provide specific company	Neil Jarvey	20/11/24		Distributed to officers for response on 22 October 2024.  <b>Response:</b> The amount is not identifiable in a single place in the accounts. The closest to this is in the SCC Accounts 23/24 – Note 11 (Page

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Page 105		accounts to the committee if not already available elsewhere.				55), which shows £17.2m that is the interest receivable on loans to subsidiaries, plus dividends, less the accounting cost of Minimum Revenue Provision and the notional cost of borrowing to fund all the subsidiary and direct property investments. The note also shows £4.7m of income from the rent less costs of the SCC directly-owned investment properties.  The public can see the statutory accounts of each company on the Companies House website.
18 October 2024	Strategic Investment Board Annual Report 2023/24- SCC Property Portfolio	<b>RPSC 26/24:</b> The Scrutiny Officer and Managing Director of Halsey Garten Property to investigate potential scrutiny consideration of the council's ownership of Park Lodge, prior to this report it going to the Strategic Investment Board, as well as a report regarding Ranger House, subject to what is	Neil Jarvey	20/11/24		Scrutiny Officer is clarifying the possibility of this and will report back to the Chairman in due course.  <b>Response:</b> The paper has been endorsed by SHIP, and is in the process of review by CLT and iCab, prior to

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Page 106		appropriate under present delegated authorities.				moving to SIB. Once the item has been endorsed by CLT and iCab, Neil Jarvey will inform Select Committee. Note that as this is time-sensitive and commercially sensitive, the matter may need to be requested to be raised as a short-notice, informal conversation.
18 October 2024	Strategic Investment Board Annual Report 2023/24- SCC Property Portfolio	<b>RPSC 27/24:</b> The Strategic Finance Business Partner – Commercial is to report to the committee on current policies and practices concerning any sub-contracting in the council's Local Authority Trading Companies.	Neil Jarvey	20/11/24		Distributed to officers for response on 22 October 2024.  <b>Response:</b> We are not aware of any sub-contracting of core services.
18 October 2024	Strategic Investment Board Annual Report 2023/24- Halsey Garton Property Portfolio	<b>RPSC 28/24:</b> The Scrutiny Officer is to consult with officers about adding an item on the long-term financial plans of the Strategic Investment Board to the select committee's work programme.	Neil Jarvey	20/11/24		Scrutiny Officer is undertaking to arrange this after the next review of the Committee's Forward Work Programme in December.  <b>Responses:</b> An annual commercial investments strategy refresh is to be added to the Officer and Member committee forward plan

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						and will also be brought to the Select Committee.
6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<b>RPSC 1/25:</b> The Scrutiny Officer to investigate adding consideration of the Asset & Place Strategy to the committee's Forward Work Programme.		7 January 2025		The Asset and Place Strategy to be covered in the 'Land & Property Update' item scheduled to come before the select committee on 2 July 2025.
6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<b>RPSC 2/25:</b> Officers to provide delivery plans for the planned budget efficiencies of previous years that were not achieved.		7 January 2025		<b>Response received 7 January 2025:</b>  Officers are focusing on how to improve the delivery of efficiencies, and this includes learning from previous years. While delivery plans were requested for all efficiencies in previous years, these were not consistently prepared and do not exist for all. For 2025/26, a consistent delivery plan template (please find attached) has been developed, and expectations are clear that delivery plans will need to be in place for all efficiencies.

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Page 108						<p>Accountable Budget Officers are responsible for delivering these efficiencies and finding mitigations where delivery is delayed or where the amount is not as high as planned. These will be tracked and monitored each month.</p> <p>An overview of previous years efficiencies –</p> <p>Over the six years from 2018/19 – 2023/24, in excess of £320m of efficiencies have been achieved as shown in the graph below:</p> <table border="1"> <thead> <tr> <th>Annual Year</th> <th>18/19</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> </tr> </thead> <tbody> <tr> <td>Target Efficiencies (Em)</td> <td>106</td> <td>82</td> <td>38</td> <td>41</td> <td>47</td> <td>69</td> </tr> <tr> <td>Achieved Efficiencies (Em)</td> <td>106.0</td> <td>72.0</td> <td>29.4</td> <td>32.1</td> <td>27.5</td> <td>53.9</td> </tr> <tr> <td>Achieved Efficiencies (%)</td> <td>100%</td> <td>88%</td> <td>77%</td> <td>78%</td> <td>59%</td> <td>78%</td> </tr> </tbody> </table> <p>The 2024/25 Revenue Budget, as approved by full Council in February 2024, included £53.7m</p>	Annual Year	18/19	19/20	20/21	21/22	22/23	23/24	Target Efficiencies (Em)	106	82	38	41	47	69	Achieved Efficiencies (Em)	106.0	72.0	29.4	32.1	27.5	53.9	Achieved Efficiencies (%)	100%	88%	77%	78%	59%	78%
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Page 109						<p>of targeted efficiencies, identified and committed to by specific Directorates.</p> <p>At the time the budget was approved, the efficiencies were classified as follows:</p> <ul style="list-style-type: none"> <li>• £10.7m (20%) 'green'</li> <li>• £32m (60%) 'amber'</li> <li>• £10.9m (20%) 'red'</li> </ul> <p>It should be noted that Directorates were asked to include 'stretch' efficiencies in 2024/25, in order to balance the budget, with some of these targets recognised as being challenging to deliver at the point the budget was set. The £20m contingency budget included in the budget was referenced as a specific mechanism to ensure financial resilience was maintained should a proportion of these stretch targets prove undeliverable.</p>

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						<p>At the end of September 2024 (M6), £9.8m (18%) of these efficiencies have been classified as unachievable, across a number of services.</p> <p>Offsetting the overall impact of the £9.8m, is £3.8m of overachievement forecast against other efficiencies, resulting in a net underachievement of £5.9m against the £53.7m target. Summary of themes for non-delivery:</p> <ul style="list-style-type: none"> <li>• Diverting resources to other efficiency delivery, inspection work or BAU activity.</li> <li>• Lack of delivery plans in place</li> <li>• Price increases and contract inflation offsetting the achievement of demand/volume decreases</li> </ul>

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Page 111						<ul style="list-style-type: none"> <li>Unrealistic / overly optimistic targets set for volume reductions.</li> <li>Delays to capital spend (eg purchase of housing for care leavers) impacting on delivery of revenue savings.</li> <li>Delays in implementation of required changes</li> <li>Delays in staffing restructures - plans paused or re-designed pending wider organisational/leadership changes.</li> </ul>
6 December 2024	Scrutiny of 2025/26 Draft Budget and Medium-Term Financial Strategy to 2029/30	<b>RPSC 3/25:</b> The Principal Strategy and Policy Lead to provide information clarifying the consistency of approach in the formatting and completion of Equality Impact Assessments used at different project stages, and where there may be any scope for additional improvement.		7 January 2025		<p><b>Response received 7 January 2025:</b></p> <p>Officers are provided with two Equality Impact Assessment (EIA) templates that are used council-wide. One is a screening tool to assist officers to determine whether completing a full EIA is necessary, and the other is to assist in completing a full equality analysis where one is needed. It</p>

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Page 112						<p>is not mandatory for a screening tool to be completed if there is certainty that a policy or service decision will impact people with protected characteristics, and those experiencing other inequalities.</p> <p>The council continues to review its processes for EIAs to ensure it is in line with best practice of other authorities and they enable Members and officers to give due regard to the Public Sector Equality Duty in decision-making. Work will continue to ensure that all officers are using consistent formats in the EIA templates used for presenting equality analysis.</p>