

**RESOURCES & PERFORMANCE SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
April 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.

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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.	Cllr Mark Nuti, Cabinet Member for Health, Wellbeing and Public Health  Ioni Sullivan, Programme Manager – Equality, Diversity and Inclusion  Louise Hallaway, Digital and Customer Experience Manager	-		<b>Response as of 26 September 2024</b>  <b>Ongoing:</b>  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.  <b>Updated response as of Wednesday 19 March 2025:</b>  Officers have met with Sarah Ford from the Disability Partnership Board – this provided some new contacts in Surrey (Dan Stoneman and Dawn Scully) to link up with and their work is being incorporated into the action

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Page 40						<p>plan. It was agreed that the place to update wider voluntary sector and partners was the already established quarterly Digital Surrey group, chaired by Surrey Coalition, as a lot of the members were across both groups (Surrey Coalition of Disabled People, Healthwatch Surrey, Crossroads, Sight for Surrey, Surrey Heartlands).</p> <p>Officers also met with CEO for Surrey Coalition of Disabled People and have formed a sub-group between the two organisations that will help drive forward actions in between the quarterly Digital Surrey group. The offer to join this sub-group was extended to all participants this week.</p> <p>Initially we are taking forward the following actions:</p> <ul style="list-style-type: none"> <li>Promotion of the <a href="#">new Digital Surrey web section</a>, specifically around increasing the pool of volunteers to help support people with digital skills, and signposting to digital support.</li> </ul>
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					<ul style="list-style-type: none"> <li>We are also exploring device provision to further support those who cannot afford to get online, or those who have not got the skills and need device to help them get started. There is a scheme supported by Google Chrome that we are investigating, as well as others.</li> </ul> <p>We also wanted to bring to the committee's attention the new government digital inclusion action plan which was published earlier this month. The work we have done so far puts us in a good position to respond to this, as it covers many of the same themes in our own action plan. We will use this national agenda to review what we are doing locally and to continue to bring colleagues together (including from the Voluntary, Community and Social Enterprise sector) to find ways to support digital inclusion in Surrey. <a href="#">Digital Inclusion Action Plan: First Steps - GOV.UK</a></p>
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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		<b>Response:</b>  CMT will provide this separately to the Committee.
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, Strategic Finance Business Partner – Commercial	20/11/24		Distributed to officers for response on 22 October 2024.  <b>Interim response:</b> Officers clarifying the best time to update committee members on the scheme and will report back in due course.
5 February 2025	Customer Transformation Programme Update [Item 6]	<b>RPSC 1/25:</b> The select committee welcomes work to drive efficiencies at the council so as to improve contacts with our residents and preserve financial sustainability to protect services, but voices caution about the challenges to delivering robust benefits for Surrey residents and has concerns about the lack of clear project end targets entailed by the Dynamic Customer Operating Model.		17/03/25		<b>Response of Tuesday 18 March 2025:</b>  Cabinet is grateful to the Chair, Vice Chair and Members of the Resources and Performance Select Committee for their recognition of the work to drive efficiencies, enabling improved contact with customers and financial sustainability. Cabinet is particularly grateful for the Committee’s ongoing scrutiny input into the programme,

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5 February 2025	Customer Transformation Programme Update [Item 6]	<b>RPSC 2/25:</b> The select committee also voices caution about the potential impacts of engaging in expensive and complex programmes in the face of possible Local Government Reform (LGR) and its as yet unknown effects on the council, though notes that Cabinet already plans undertake complex planning for the possible impacts of LGR.		17/03/25		and recognition of the challenges in delivering robust benefits, including in the context of Local Government Reform.  Cabinet accepts the recommendations made by the Committee, which the Committee has noted are in the context of Cabinet's complex planning for the possible impacts of Local Government Reform.
5 February 2025	Customer Transformation Programme Update [Item 6]	<b>RPSC 3/35:</b> The select committee RECOMMENDS that Cabinet revisit the funding Customer Transformation Programme in light of the uncertainties of Local Government Reform to ensure that any future spending and investment continues to benefit Surrey residents and/or any new future Authorities, and that any new or revised proposal comes before this select committee for scrutiny before a Cabinet decision is made.		17/03/25		Work is underway by officers to evaluate the work contained in the original plan for Customer Transformation in the current context, and to feed this into Cabinet's consideration of future spending and investment in preparation for Local Government Reform.
5 February 2025	Unit4 Stabilisation Update Report [Item 7]	<b>RPSC 4/25:</b> The select committee welcomes the continued prioritisation of work underway to keep resolving issues with Unit4 through contract negotiations and changes to governance and acknowledges the lessons learned, but remains concerned about the number		17/03/25		<b>Cabinet Response:</b>  Cabinet is grateful to the Chair, Vice Chair and Members of the Resources and Performance Select Committee for their recognition of the work of the Stabilisation Board on the Unit 4

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		and nature of outstanding issues, the cost and impacts to the council and its staff, and the nature of the original specification used when procuring the system.				system, supporting processes, and the work undertaken to address the audit actions. Cabinet is also grateful to the Committee for their ongoing scrutiny of this work and recognition of the challenges in stabilising the platform, working with the supplier in the resolution of outstanding issues in an effort to deliver the benefits originally envisaged when the system was procured.
5 February 2025 Page 44	Unit4 Stabilisation Update Report [Item 7]	<b>RPSC 5/25:</b> The select committee RECOMMENDS that officers update the select committee approximately 3 months from now (or at the most appropriate time, such as at the end of the <i>Stabilisation</i> phase) on the progress in resolving the remaining issues with Unit4, the performance and capacity of the system, and the effectiveness of the new governance arrangements.		17/03/25		Cabinet accepts the recommendations made by the Committee, particularly in light of the possible impacts of Local Government Reform and welcomes the opportunity for an additional review within the next 3 months for scrutiny on system performance, stability and capacity, and the revised governance arrangements.
5 February 2025	Unit4 Stabilisation Update Report [Item 7]	<b>RPSC 6/25:</b> The select committee RECOMMENDS that Cabinet consider undertaking a review to understand and evaluate the likely impacts of any Local Government Reform (LGR) on the use of the Unit4 system to deliver the core financial functions of any future Authorities, as part of its planned wider work on how IT infrastructure would change due to LGR, and that the results of any review are shared with this select committee.		17/03/25		Cabinet is also grateful to the Audit and Governance committee for their review and scrutiny of the work and suggests that in future, updates on this topic are offered once to avoid duplication.

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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.	Nikki Parkhill, Head of Equality, Diversity and Inclusion		22/08/24  Response due 11/09/24	<p><b>Initial response of Friday 12 April 2024:</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 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,</p>

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Page 46						<p>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> <p><b>Note:</b></p> <p>The EDI Framework is due to be considered at the select committee meeting scheduled for Wednesday 2 July 2025.</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		Scrutiny Officer to undertake this in collaboration with the Chairman.



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						<p><b>Note:</b></p> <p>Can now be arranged for later in the year.</p>
18 October 2024 Page 47	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.	<p>Jake Chambers, Scrutiny Officer</p> <p>Neil Jarvey, Strategic Finance Business Partner – Commercial</p>	20/11/24		<p>Scrutiny Officer to undertake this in collaboration with the Chairman.</p> <p><b>Response:</b></p> <p>Planning in progress for this, as well as additional governance steps with CLT and iCab.</p>
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.	<p>Jake Chambers, Scrutiny Officer</p> <p>Neil Jarvey, Strategic Finance Business Partner – Commercial</p>	20/11/24		<p><b>Note:</b></p> <p>Scrutiny Officer is undertaking to arrange this after the next review of the Committee’s Forward Work Programme.</p> <p><b>Response:</b></p> <p>Planning in progress for this. The cycle is proposed to have engagement with Select Committee at 2 points in the year, 1) Company Business Plans review and Overall</p>

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						Investment Strategy, and 2) 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.	Jake Chambers, Scrutiny Officer	20/11/24		Distribution of these reports to committee members is being arranged once confirmed with officers.
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 appropriate under present delegated authorities.	Jake Chambers, Scrutiny Officer;  Neil Jarvey, Strategic Finance Business Partner – Commercial;  Charles Maxlow-Tomlinson, Managing Director – Halsey Garten Property	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 moving to SIB. Once the item has been endorsed by CLT and iCab, Neil Jarvey, Strategic Finance Business Partner – Commercial 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.

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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, Strategic Finance Business Partner – Commercial	20/11/24		Scrutiny Officer is undertaking to arrange this after the next review of the Committee's Forward Work Programme.  <b>Responses:</b>  An annual commercial investments strategy refresh is to be added to the Officer and Member committee forward plan 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 2/25:</b> Officers to provide delivery plans for the planned budget efficiencies of previous years that were not achieved.		07/01/25		<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. Accountable Budget Officers are responsible for delivering

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						<p>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" data-bbox="1697 1150 2190 1222"> <thead> <tr> <th></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 of targeted efficiencies, identified and committed to by specific Directorates.</p>		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 51						<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> <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,</p>

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Page 52						resulting in a net underachievement of £5.9m against the £53.7m target.  Summary of themes for non-delivery: <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> <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>
5 February 2025	Customer Transformation Programme Update	<b>RPSC 1/25:</b> Officers to provide a map showing the locations of council's Locality Hubs throughout the county.		10/03/25		<b>Response received on 10 March 2025:</b>

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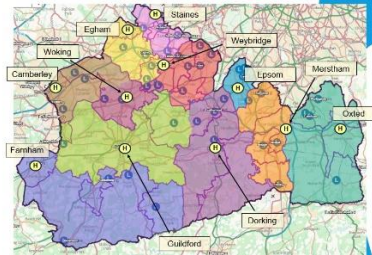
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Page 53	[Item 6]					<p>The Customer Programme is currently piloting the concept of 'locality hubs'; dedicated spaces where residents can engage directly with the council to seek information or support.</p> <p>This initiative leverages the established network of libraries and the development of emerging library hubs (as illustrated on the accompanying map below) to assess community needs and shape the delivery model. Additionally, other opportunities for facilitating face-to-face interaction are being explored, contingent upon identified customer needs.</p> <p>In line with Cabinet's direction, 11 main library hubs are being developed to ensure residents in each borough and district area in Surrey benefit from an enhanced offer which will deliver co-located services, community spaces and activities tailored to local needs, all in flexible, welcoming buildings at the heart of communities. A new design guide will</p>

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Page 54						<p>set out the enhanced offer, connecting with Prevention, Customer Transformation, People and Place Directorates and other areas of our One Council portfolio.</p> <p><b>The distribution of hubs via the library network</b></p> <ul style="list-style-type: none"> <li>This map shows the distribution of Surrey's 52 libraries across the district and borough areas and Towns &amp; Villages footprints</li> <li>All 11 boroughs and districts already benefit from libraries - along with 28 of the 29 T&amp;Vs (exc. Newdigate &amp; villages)</li> <li>Each borough and district area will now also benefit from an enhanced offer via a main library hub:</li> <li>Slides 8 and 9 (annex) provide a deeper dive into sites in Epsom - showing the range of facilities and functions on offer and partnership arrangements</li> </ul> 
5 February 2025	Customer Transformation Programme Update [Item 6]	<b>RPSC 2/25:</b> Officers to ensure that information regarding gaps in baseline data and work with colleagues in the Data Programme is included in future reports to this select committee on the Customer Transformation Programme.		10/03/25		<p><b>Response received on 10 March 2025:</b></p> <p>Officers note that the Programme Director committed to include this information in future reports and officers working on the programme will continue to ensure that this is done.</p>
5 February 2025	Unit4 Stabilisation Update Report [Item 7]	<b>RPSC 3/25:</b> Portfolio Lead - Communities to provide Procurement's response regarding the impact that the Procurement Regulations 2024 would have had on the Unit4 procurement				<p><b>Response provided on 5 February 2025:</b></p> <p>There are two parts to this question: -</p>



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Page 55		process had they been in place at the time the system was procured.				<p><i>How are the new Procurement Regulations 2024 likely to affect future procurement exercises?</i></p> <ul style="list-style-type: none"> <li>a. For future procurements, there are a few key changes that should work to our advantage;</li> <li>a. Transition from MEAT to MAT: The Act shifts the award criteria from the "Most Economically Advantageous Tender" to the "Most Advantageous Tender". This adjustment allows us to place greater emphasis on non-financial factors.</li> <li>b. Introduction of the Competitive Flexible Procedure: Replacing multiple existing procedures, the new Competitive Flexible Procedure grants us the discretion to design procurement processes tailored to their specific needs.</li> <li>c. Enhanced Transparency and Feedback Mechanisms: Each year, any contract with a</li> </ul>

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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	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/ implemented
Page 56						<p>value of more than £5m must publish performance against a minimum of 3 nominated KPIs, enabling greater transparency for low performing suppliers.</p> <p><i>Would these have meant that the original product specification would be different if written today?</i></p> <p>b. The specification itself wouldn't have changed – the functionality we needed was fairly clear. We could however have designed our own procurement process to be able to interact and negotiate in a different way including practical demonstrations etc. The evaluation criteria could also have been more focused on non-financial factors. The key difference would have been a requirement from both sides to manage the contract more effectively through KPIs.</p>

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

Annex B

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

Date	Item	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/ implemented
5 February 2025	Forward Work Programme and Recommendation Tracker  [Item 8]	<b>RPSC 4/25:</b> Scrutiny Officer to continue to liaise with relevant other officers to arrange consideration of the Equalities, Diversity & Inclusion Framework.	Nikki Parkhill, Head of Equality, Diversity and Inclusion	10/03/25		<b>Note:</b> Officers are working to arrange this after the Framework has been consulted on via the political groups.

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