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.

KEY			
	No Progress Reported	Action In Progress	Action Completed

RECOMMENDATIONS

Date	ltem	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/implemented
18 Oct 2019	Quarterly Performance Report (Q1 2019/20)	RPSC1/19: The Select Committee is to receive on an annual basis information on how Surrey County Council's performance compares with other councils.	Rachel Wigley, Director – Finance, Insights & Performance		29 March 2022	As of September 2021, a benchmarking report is being prepared and will be shared with the Select Committee once it has been signed off.
™ 18	Broadband in Surrey [Item 8]	RPSC1/21: The Select Committee recommends that it receives the Digital Infrastructure Strategy, before the strategy is finalised, for scrutiny at a future meeting.	Michael Coughlin, Director of Economic Growth and Prosperity Dawn Redpath Director for Economy & Growth	Complete	29 March 2022	Since Select Committee in December when this action was raised, the status of the proposed strategy has been evolving. As part of the preparations for the phase 2b (Lot 22) contract, the Government is carrying out a Public Review to help identify premises in Surrey that may be suitable for future public funding for gigabit-capable broadband. The Government is seeking information and supporting evidence from suppliers in relation to the presence of gigabit-capable (broadband speeds of 1000Mbps or more) infrastructure within the project

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			Member/ Officer		check	accepted/ implemented
						area. We are actively encouraging
						suppliers who have existing network
						coverage or plans to build gigabit
						infrastructure within the next three
						years in Surrey to respond to the
Р						review.
Page 82						This Public Review consultation is
CO CO						open from 5pm on 29 March 2022
25						and closes at 5pm on 29 April 2022.
						Due to this, as well as other
						developments, we have suspended
						the development of a full digital
						infrastructure strategy and instead
						are preparing a 'strategic vision' for
						digital infrastructure. We would
						envisage this draft vision being
						brought to Select Committee at their
						July meeting with any other relevant updates, possibly also information on
						the outcome of the Government
						consultation.

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Date	ltem	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/implemented
Page 84		RPSC5/21: The Trans at Work policy is to be presented to the Select Committee prior to being finalised. RPSC6/21: More focus is to be given to the range of topics covered in internal communications in the daily media email update to Members. In particular all references articles in the daily media briefing to be made available to all Members. RPSC7/21: A report on digital exclusion is to be provided to this Select Committee at a future meeting.				
17 Sep 2021	Cabinet Member Priorities Update – Mark Nuti [Item 7]	RPSC11/21: Consideration be given to the customer services team providing relevant information and data, based on the calls received by them, to the respective elected representatives about their wards/ divisions. RPSC12/21: Careful consideration be given to ensuring that the roll-out of	Mark Nuti, Cabinet Member for Communities Marie Snelling, Executive Director of Customer and Communities	Complete	29 March 2022	Cabinet Member and Executive Director have been informed.

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Page 8		chatbots does not result in a negative impact on digitally excluded and elderly residents. RPSC13/21: An opportunity to visit the customer services contact centre be offered to Members by the service at an appropriate time.				The Executive Director has offered visits to Members.
© 17 Dec 2021	2022/23 Draft Budget Report and Medium-Term Financial Strategy (MTFS) to 2026/27 [Item 5]	RPSC15/21: As a matter of agreed budget setting process every year, following the details of the Local Government Finance Settlement in usually mid-December, the Section 151 Officer provide a written briefing note to all Members with details of any impact on the Surrey County Council finances, service delivery and effect on its residents. RPSC16/21: The Cabinet is requested to ensure that a comprehensive, truly representative and early budget consultation with residents and key stakeholders should form an integral	Becky Rush, Cabinet Member for Finance and Resources Leigh Whitehouse, Deputy Chief Executive & Executive Director of Resources	Complete	29 March 2022	Cabinet has responded to the recommendations at its meeting 25 January 2022.

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Page 86		part of the Council's budget setting process each year with findings communicated to all Members and made available to Select Committees with draft budget papers. The initial budget consultation process should conclude first before a draft budget is presented to the Council's Select Committees. The deadline for the current call for evidence be extended from 28 December 2021 to allow residents and stakeholders more time to comment and engage after the festive and the New Year period.				
		 From the Council's borrowing cost point of view, the Cabinet should carefully examine to ensure that the effect of borrowing result in a real return, particularly any commercial borrowing ought to cover return on its investment. The Cabinet to ensure that an 				
		assessment is undertaken of all				

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		Surrey's Borough and District Council's Local Council Tax Support to ensure any increase in Surrey County Council's share of Council Tax is affordable to all residents.				
Page 87		3. To further support collaborative working, to avoid any silos and to ensure proper oversight and effective budget scrutiny next year, the Cabinet is requested to ensure that the Resources and Performance Select Committee and its Budget Task Group (with all Select Committee representation) will be provided with:				
		a. Regular in-year up-to-date finance monitoring updates throughout the year – particularly when there are significant and material changes – to be assured that assumptions made and expectations derived from the				

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		budget 2022-23 and MTFS 2026-27 (where relevant) will be met in practice;	Weimber/ Officer		CHECK	accepted implemented
Page 88		b. Early communication and understanding of 2023/24 draft budget with high-level assessment of effect on residents;				
		c. Meaningful details about the budget efficiencies with overarching Budget Impact Assessments (including any impact on service delivery, residents, corporate and organisational priorities, Equality, Diversity & Inclusion and staffing etc.) be provided to				
		Select Committees and Budget Task Group where appropriate before the draft budget is formally presented to all Select Committees. This should happen earlier than November				

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Date	ltem	Recommendation	Responsible	Deadline	Progress	Recommendation response
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		to ensure Members have				
		sufficient time to understand,				
		make further enquires and add				
		real value to the scrutiny				
		process;				
70		d Commentary and comparison of				
<u>a</u>		d. Commentary and comparison of				
je		corporate costs of the Council				
Page 89		with similar authorities.				
20	Commercial Investment	The Resources and Performance	Becky Rush,	Complete	29 March	
Jan	Property	Select Committee:	Cabinet Member for	Complete	2022	
2022	[Item 10]	Colour Committee.	Finance &		2022	
2022	[ROTT FO]	RPSC1/22: Asks the Service/Cabinet	Resources			RPSC1/22 Agreed that valuations
		Member to share with the Select	1100001000			would be shared as soon as
		Committee yearly revaluation reports	Natalie Bramhall,			available, which may also coincide
		for Surrey and Halsey Garton	Cabinet Member for			with the half yearly update.
		properties annually, as soon as	Property & Waste			with the hall yearly apaate.
		available; and	Troperty & waste			
			Anna D'Alessandro,			
		RPSC2/22: Requests the Cabinet	Director –			RPSC2/22 Confirmed that a separate
		Member to consider establishing a	Corporate, Finance			Panel isn't needed, and a short paper
		stand-alone Council wide	& Commercial			will be written to summarise the
		strategic Member Asset Advisory Panel				Member-led (Asset Strategy Board)
		to assist decision				and Officer led Boards that are to be

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		making and oversight of the strategy in respect of the property portfolio.	Simon Crowther, Director – Land & Property			put in place that will review assets with aim of giving greater transparency and improved decision making.
20 P Jan 9 2022 9	Agile Office Estate Strategy [Item 7]	RPSC3/22: The Deputy Chief Executive and Director for Resources to discuss options for consideration with the Resources and Performance Select Committee prior to Cabinet. RPSC4/22: Asks Cabinet Member to	Natalie Bramhall, Cabinet Member for Property & Waste Leigh Whitehouse, Deputy Chief Executive & Executive Director for Resources		29 March 2022	RPSC3/22: The directorate suggests that an update report is scheduled for the Resources and Performance Select Committee meeting in July 2022 to present and discuss the options for north-west Surrey, ahead of a report being presented to Cabinet in September 2022.
		ensure that an adequate regular repairs programme with corresponding annual maintenance budget is in place and reflected in the Directorate/ Council's budget for 2022/23 and beyond.	Simon Crowther, Director – Land & Property			RPSC4/22: The Land and Property (L&P) Facilities Department manages the compliance planned and reactive maintenance works for the Council's estate. Maintenance programmes are continuous. The programmes are monitored through Planon, L&P's Resource and Business Management System.

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Date	ltem	Recommendation	Responsible Member/ Officer	Deadline	Progress	Recommendation response
Page 91		RPSC5/22: Requests Cabinet Member to share the result of Surrey's public sector office estate portfolio survey/audit with the Select Committee.	Wethber/ Officer		check	accepted/ implemented The Forward Maintenance Register (FMR) is a five-year plan which is developed and budgeted based on regular condition surveys. The plan is reviewed and prioritised annually. RPSC5/22: A "Forward Maintenance Register Programme FY2022-23_Apr2022" was sent to Members showing a comprehensive list of works to be undertaken FY2022/23. It is to be expected that there may be movement on the scheduled works due to Service restrictions (i.e. timing, to ensure compatible with continued service delivery).
		RPSC6/22: Asks Cabinet Member: to consider how best to work jointly with boroughs, districts and other partners in terms of the effective utilisation of the Council's office estate; ensure that all				RPSC6/22: Council officers are working with District and Borough (D&B) Councils on several levels, in the first instance to ensure D&B Chief Executives understand the

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		Surrey County Council office estate				direction of travel the Council is taking
		buildings are accessible to residents;				and why. D&B's are also being
		and support net zero and climate				consulted on their long-term plans for
		change ambitions.				office space and where appropriate,
						opportunities which could have mutual
70						benefits are being explored.
<u>a</u>						Improving and apparaing the
Page 92						Improving and enhancing the user- experience for residents, and staff,
92						when visiting Council offices is a key
						driver and focus of the Council's Agile
						Organisation Programme (AOP), now
						in Phase 3 with a three-year plan. The
						AOP team (comprising of officers from
						Human Resources, Equality, Diversity
						Inclusion (EDI), IT&D, Greener
						Futures and Land & Property) has
						begun extensive engagement
						exercises with Service colleagues to
						understand their space requirements
						to best serve and meet the needs of residents.
						Actions already underway include a
						revised design for Woodhatch Place
						for the Children's Service, resulting in

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						a resident-centric entrance (via a
						private entrance to the side of the
						building, for a more "family-friendly"
						environment for children and their
						carers) as well as private meeting
Ь						rooms and spaces. Engagement with Services and needs-analysis is
ag						on-going, as is upgrading access for
Page 93						those with mobility issues. For
93						example, Blue Badge parking spaces
						have been shifted closer to the main
						entrance at Woodhatch Place,
						installation of automated doors,
						improvements to washroom areas.
						To ensure compliancy with Disability
						Discrimination Act (DDA) guidelines,
						the Centre for Accessible
						Environments (CAE) carried out an independent audit of the main offices
						(September 2021) to ensure they are
						fully accessible. The CAE has also
						advised where additional
						improvements can be made
						(where the office

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Page 94						structure allows), and again, liaison continues with EDI colleagues to implement recommendations. Net-Zero and climate change ambitions are supported through the Council's Greener Futures programme Current works include solar panels being installed at multiple sites (including Woodhatch Place). The Greener Futures programme will continue to target investment in energy efficiency and energy generation across the Council's office estate.
		RPSC7/22: Briefing to be provided to the Select Committee once a further paper to Cabinet has been prepared but before a decision is taken.				RPSC7/22: As agreed by Cabinet in December 2021, a detailed review of the options of how the Council can best meet Service need in the north-west quadrant of Surrey has commenced. A report will be presented to Cabinet in September 2022.

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			Member/ Officer		Check	accepted/implemented
Pag						An initial review and update of the demand analysis has been completed and the Business Case is in progress. The strategic objectives will be shared with senior stakeholders at the earliest opportunity.
Page 95						The outline next steps are:
						Supply analysis: review of existing assets and potential new ones – April 2022
						Review of any partner opportunities for the medium and long-term – April 2022
						Financial and non-financial evaluation of different scenarios – May 2022
						Refining of options and recommendation formed – June 2022
						Update to Resources and

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Date	ltem	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/implemented
						Performance Select Committee – July 2022 (TBC) Report presented to Cabinet – September 2022
a 20 Ge Jan Ge Jan Ge Jan	Digital Business and Insights (DB&I) Programme Update [Item 5]	RPSC8/22: The Select Committee asks Cabinet Member to ensure that robust governance and project management arrangements – with proactive controls, testing and regular monitoring – be put in place in order to ensure lessons are learnt by Surrey County Council from this delay in the Digital Business and Insights project that has resulted in additional cost to the Council. RPSC9/22: The Select Committee requests that the Cabinet Member inform the Select Committee what the above arrangement will look like in practice and ensure this is undertaken by April 2022 in time for the new financial year and beyond. This should	Leigh Whitehouse, Deputy Chief Executive & Executive Director of Resources	Complete	29 March 2022	To strengthen the proactive controls and monitoring, Surrey County Council (SCC) has already developed a Project & Programme Methodology (PPM) that reflects industry best practice and includes a gateway approach that drives regular reviews within a programme including regular checks against benefits delivery. This framework has been developed in-conjunction with all services across the Council and a sharepoint site (intranet) is now live containing all the relevant information and documentation. An overview of this approach was shared with the Resources Performance Select Committee Members in January 2022 (see attached slides).

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Date Item Recommendation Responsible Deadline Progress	Recommendation response
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RPSC10/22: The Select Committee requests Cabinet Member to offer to share any learning on this issue with districts and boroughs in Surrey who are or might be going through a similar digital journey in terms of project management.	The DB&I project will undertake a full, lessons learnt review once completed later this year. Had the PPM approach been in place when DB&I was initiated the approach would have been utilised but there is no evidence that the PPM approach was lacking within the DB&I programme. Any lessons learned will be factored into the PPM approach. The Transformation Support Unit (TSU) offers to brief the Cabinet Member & Resources & Performance Committee Members on the PPM approach if that would be helpful. In Spring/Summer of 2022, the service will deliver a council wide training programme to Senior Responsible Officers, Programme Managers and Project Managers on this best practice PPM approach.

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Date	ltem	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
Page 98	Capital Investment and	RPSC11/22: The Strategic Finance	Becky Rush,	Complete	29 March	As detailed above In addition, a new benefits management framework is in place with training for project managers commencing in March 2022. The SCC developed PPM approach and framework will be shared through the Surrey Treasurers Group and any interested organisation will be invited for further discussion. RPSC11/22: The service agreed to
Jan 2022	Treasury Management Strategy 2022/23 [Item 6]	Business to arrange for training to be made available for Committee Members. RPSC12/22: The Strategic Finance Business Partner to organise a property portfolio Member Seminar going forward.	Cabinet Member for Finance & Resources Anna D'Alessandro, Finance Director – Corporate & Commercial	Complete	2022	hold a Treasury Management training session for the Committee at an appropriate time to coincide with the approval of the Treasury Management Strategy. RPSC12/22: The Chairman and service agreed on 11 March 2022 this was not required at this stage.

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ACTIONS

Date	ltem	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/implemented
18 Dec -2021 age 99	Broadband in Surrey [Item 8]	RPSC2/21: The Engagement Manager to work in partnership with the communications team to provide material that Members can use on their social media, newsletters or email signatures to promote the broadband programme and community fibre partnerships.	Michael Coughlin, Director of Economic Growth and Prosperity Dawn Redpath Director for Economy & Growth	Complete	29 March 2022	Response as of July 2021: "In April 2021, the Government launched a new Gigabit Broadband Voucher Scheme. Whilst the value (£1,500 per residential premises and £3,500 per business premises) of the vouchers remained the same as the previous scheme, the Government revised the number of postcodes that are eligible for this scheme, basing its decision on Ofcom's Area 3 designation. We planned to launch a new campaign in June to target eligible postcodes but before this could happen, Openreach made several major announcements about their future rollout plans. These included many exchanges that covered the same Area 3 postcodes that were

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eligible for Government vou funding. Whilst residents have still or to investigate the scheme, wheld off or the moment from any significant communicate activities around it. It is belied by October there will be sufficiarity for Surrey County Co (SCC) to undertake a camp premises in eligible postcod this time, we will be providin Members with publicity mate promote the Gigabit vouches scheme. In the meantime, SCC's Dig Infrastructure webpage (Digital infrastructure covera - Surrey County Council (surreycc.gov.uk)) is highlig (surreycc.gov.uk)) is highlig			, 6.6.				
		Item	Action		Deadline		eligible for Government voucher funding. Whilst residents have still continued to investigate the scheme, we have held off or the moment from doing any significant communication activities around it. It is believed that by October there will be sufficient clarity for Surrey County Council (SCC) to undertake a campaign to premises in eligible postcodes. At this time, we will be providing Members with publicity materials to promote the Gigabit voucher scheme. In the meantime, SCC's Digital Infrastructure webpage (Digital infrastructure coverage in Surre-Surrey County Council
							Members. This provides a summary of current publicly announced plans

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			Member/ Officer		check	accepted/ implemented
						and schemes and it is updated on a
						regular basis." The action will be
						followed up in October 2021.
						Tollowed up in October 2021.
17	Cabinet Member	RPSC8/21: Deputy Cabinet Member to	Tim Oliver, Leader	Complete	29 March	Recommendations were conveyed to
Sep	Priorities Update – Tim	the Leader to provide more information	of the Council		2022	the Service and a special briefing
2021	Oliver	on how the Council trains and monitors				session was arranged.
P ₂₀₂₁ Page 101	[Item 4]	officers carrying out recruitment				
Φ	[ROTT 4]	interviews to ensure they have EDI				
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\cong		awareness and adhere to best practice.				
		RPSC9/21: Democratic Services				
		officers to share councillor diversity				
		analysis conducted after the May 2021				
		election with the Select Committee.				
		election with the Select Committee.				
		7700404 7				
		RPSC10/21: Executive Director of				Response has been provided by the
		Resources to provide information on				Resources Directorate.
		how the Council is addressing resource				
		concerns and how it is taking this into				
		account for the future.				
		account for the future.				

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