



Corporate Management Committee

Thursday, 23 March 2023 at 7.30 pm

Council Chamber - Civic Centre

Members of the Committee

Councillors: T Gracey (Chairman), C Howorth (Vice-Chair), M Cressey, L Gillham, J Gracey, M Heath, N King, R King, I Mullens, M Nuti, D Whyte and M Willingale

In accordance with Standing Order 29.1, any Member of the Council may attend the meeting of this Committee, but may speak only with the permission of the Chairman of the Committee, if they are not a member of this Committee.

AGENDA

Notes:

- 1) Any report on the Agenda involving confidential information (as defined by section 100A(3) of the Local Government Act 1972) must be discussed in private. Any report involving exempt information (as defined by section 100I of the Local Government Act 1972), whether it appears in Part 1 or Part 2 below, may be discussed in private but only if the Committee so resolves.
- 2) The relevant 'background papers' are listed after each report in Part 1. Enquiries about any of the Agenda reports and background papers should be directed in the first instance to **Mr G Lelliott, Democratic Services Section, Law and Governance Business Centre, Runnymede Civic Centre, Station Road, Addlestone (Tel: Direct Line: 01932 425620). (Email: gary.elliott@runnymede.gov.uk).**
- 3) Agendas and Minutes are available on a subscription basis. For details, please ring 01932 425620. Agendas and Minutes for all the Council's Committees may also be viewed on www.runnymede.gov.uk.

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Runnymede Borough Council

Corporate Management Committee

Thursday, 23 February 2023 at 7.30 pm

Members of the Committee present: Councillors T Gracey (Chairman), C Howorth (Vice-Chair), M Cressey, L Gillham, J Gracey, N King, R King, I Mullens, N Prescott (In place of M Heath), D Whyte, M Willingale and J Wilson (In place of M Nuti).

518 **Minutes**

The minutes of the meeting held on 19 January 2023 were agreed and signed as a correct record.

519 **Apologies for Absence**

There were no apologies for absence.

520 **Declarations of Interest**

There were no declarations of interest.

521 **Great Big Green Week**

The proposal built on the events that were held for the previous Great Big Green Week. It was hoped that the climate change consultation would be launched to coincide with the borough's planned events.

The Committee supported the approach proposed by officers and hoped that as many community groups as possible could be involved.

It was **resolved** that:

1. Events for this year's Great Big Green Week be held in accordance with option 4, as outlined in the officer's report.
2. An update report, on levels of participation, be received by the Corporate Management Committee after this year's Great Big Green Week events.

522 **Asset and Regeneration Strategy**

The draft strategy was an important document, which sought to ensure that the Council had an asset base that was fit for purpose. It also sought to formalise the Corporate Management Committee's role as the corporate landlord. The strategy document and performance against the key performance indicators within would be kept under regular review, as it was important to ensure that the Council's portfolio of properties continued to meet the Council's needs in what was a challenging and changeable economic climate.

The draft strategy was discussed by the Committee.

Suggested additions, such as referencing significant employers like St Peter's Hospital, and the proposed housing development at Longcross, were made. A number of other minor amendments were noted by officers.

There was discussion about the proposed minimum energy efficiency rating. It was planned for this to align with the higher rating expected of the borough's housing stock

when the next iteration of the strategy was developed in 2028.

The value of a number of properties had decreased since they were last reviewed. The Committee was assured that this was normal for assets that had long term tenancies nearing their end points. Efforts were being made to secure new tenancy agreements at the best possible value for the Council.

The levels of delegation that were being sought as part of the table in the addendum to the report were discussed. Whilst the Committee was content with most of the proposed delegations that were sought, it was considered that the current officer level delegation for rental values below £100k (detailed in row 1 of the table in the addendum) was appropriate and that member oversight of leases above this value should remain. It was further felt that a suitable mechanism, in the form of Standing Order 42, already facilitated speedy decision making where it was required. It was reported that the Constitution Working Group had reviewed the request for greater delegation and that those present at the working group held similar views to those expressed by members of the Committee.

The Committee discussed the mechanism for upward only rent reviews. There was concern about how this might affect organisations that added substantial value to Runnymede's communities. It was noted that whilst this mechanism needed to remain in the strategy, there were other measures available to safeguard such organisations. These measures included grant aid and a provision, within defined limits, as set out in Section 123 of the Local Government Act 1972.

The complexity of the health and safety policy elements of the strategy were reviewed. These sections were necessarily detailed, in order to safeguard the Council and its interests. These parts of the strategy would be kept under review.

It was proposed, seconded and agreed that the proposed motion be amended to read:

"The Asset Management Strategy and associated policies attached at appendix A be recommended to the Council for adoption, subject to:

1. The amount in row 1 of appendix 8 (grant or renewal of a lease by officers) being retained at £100k.
2. The various minor amendments discussed during the debate being incorporated into the strategy."

It was **resolved** that the amended substantive motion be agreed.

523 **Annual Pay Policy Statement - 2023/24**

The Pay Policy Statement was a statutory document that had to be published on an annual basis.

The increase in the difference between the lowest and highest paid, when compared to the previous year, was noted. The Corporate Head of Human Resources agreed to review the reasons for this and report back to the Human Resources Member Working Party.

It was **resolved** that the Pay Policy Statement 2023/24 be recommended for approval by the Council on 2 March 2023.

524 **Preliminary Consideration of Mayoral Selection**

It was **resolved** that the Council, at its meeting on 2 March 2023, be recommended to propose Councillor Shannon Saise-Marshall as Mayor for the 2023/24 municipal year.

525 **Standing Order 42 - Urgent Action**

The urgent decisions, taken in accordance with Standing Order 42, were noted.

526 **Exclusion of Press and Public**

By resolution of the Committee, for the reasons set out in the agenda, the press and public were excluded from the remainder of the meeting during the consideration of the remaining matters under Section 100A (4) of the Local Government Act 1972 on the grounds that the discussion would be likely to involve the disclosure of exempt information as set out in Schedule 12A to Part 1 of the Act.

527 **Pay issues**

A proposal to adjust the lowest pay scales, in response to the increase in the National Living Wage was presented to the Committee. This would result in a considerable improvement for some staff salaries. Consideration had been given to the arrangements around job families, to ensure that staff were paid equitably.

An update on discussions with Unison around the annual pay award was provided. The discussions had been constructive, with thanks extended to Union's branch and regional officers.

It was **resolved** that:

1. The proposed re-modelling of the lower end of the pay structure as detailed in appendix 2, be agreed, with an implementation date of 1 April 2023.
2. A 3% cost-of-living increase for all staff be approved, for implementation from 1 July 2023.
3. A non-consolidated lump sum of £1,400 (pro-rata for part-time staff) be paid to staff on 1 April 2023.

528 **Local Authority Housing Fund**

The Department for Levelling Up, Housing and Communities had allocated a sum of money to Runnymede for the purchase of properties to house eight Ukrainian and Afghan families. These properties, when vacated by these families, would then become part of the borough's housing stock. Other neighbouring local authorities had agreed to similar arrangements with the Department.

The Committee lauded the support that Runnymede had provided to Ukrainian and Afghan families, and noted the contributions that many had already made to their communities.

It was **resolved** that:

1. Runnymede sign-up to the Local Authority Housing Fund scheme.
2. The suggested delivery route, as outlined in the report, be agreed.
3. Due to the unavailability of 1-4-1 receipts, additional use of the HRA working balance be approved, in accordance with the arrangements set out in the report.
4. Authority be delegated to the Corporate Head of Housing, in consultation with the Chairman of the Corporate Management Committee, to determine rent levels related to properties purchased via this scheme.

It was **resolved** that the following recommendation be made to the Council on 2 March 2023:

That the budget, as set out in the report, to purchase 8 properties to fulfil the requirements

of the Local Authority Housing Fund, be agreed.

529 Q3 Project Portfolio progress update

The Committee noted the update.

530 Proposed Letting at Addlestone One

It was **resolved** that:

1. The costs (to be taken from the Addlestone One capital budget), as outlined in the officer's report, be agreed.
2. The Chief Executive Officer (or Assistant Chief Executive in his absence), be delegated authority to agree the letting of the unit in consultation with the Corporate Head of Law and Governance, the Corporate Head of Assets and Regeneration, and the Chair and Vice Chair of Corporate Management Committee, in accordance with the officer's report.

531 Letting - Magna Square

It was **resolved** that:

1. A Lease be granted, in accordance with the terms outlined in the officer's report.
2. The Chief Executive Officer (or Assistant Chief Executive in his absence), be delegated authority to agree necessary adaptations in consultation with the Corporate Head of Law and Governance, the Corporate Head of Assets and Regeneration, and the Chair and Vice Chair of Corporate Management Committee, in accordance with the officer's report.

532 Procurement of a consultant to support the recruitment of a Chief Executive

It was **resolved** that:

1. The budget for consultancy support to assist in the sourcing of a new Chief Executive, as outlined in the officer's report, be agreed.
2. The virement of the unused proportion of the Chief Executive's 2022/23 provision for community initiatives budget, to contribute towards the cost detailed in 1) above, be agreed.
3. Any unspent proportion of the above budget for consultancy support, as at 31 March 2023, be carried forward into the 2023/24 financial year to pay for the consultant's service.
4. The recommended consultant be appointed, in accordance with the officer's report.

(The meeting ended at 9.30 pm.)

Chairman

Runnymede Borough CouncilCouncil Tax Setting CommitteeThursday, 23 February 2023 at 9.30 pm

Members of the Committee present: Councillors T Gracey (Chairman), C Howorth (Vice-Chairman), M Cressey, L Gillham, J Gracey, N King, R King, I Mullens, N Prescott (In place of M Heath), D Whyte, M Willingale and J Wilson (In place of M Nuti).

Members of the Committee absent: Councillors M Heath and M Nuti.

In attendance: Councillors .

1 **Apologies for Absence**

There were no apologies for absence.

2 **Declarations of Interest**

There were no declarations of interest.

3 **Terms of Reference**

The terms of reference were noted.

4 **Setting the Council Tax**

The Committee noted that the figures in the report had been calculated in accordance with regulations made under Sections 31B (3) and 34 (4) of the Local Government Finance Act 1992 (as amended) ("the Act").

It was **resolved**:

1. To note that the Corporate Management Committee at its meeting on 15th December 2022, calculated the Council Tax Base 2023/24 for the Council as 34,864.6 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.
2. That the following amounts now be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:
 - a) £99,020,426.00 being the aggregate of the amount which the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act;
 - b) £92,573,264.17 being the aggregate of the amount which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act;
 - c) £6,447,161.83 being the amount by which the aggregate at 2(a) above exceeds the

aggregate at 2(b) above, calculated by this Council in accordance with Section 31A (4) of the Act as its Council Tax requirement for the year.

- d) £184.92 being the amount at 2(c) above, divided by the Council Tax base (item 1 above), calculated by the Council, in accordance with Section 31B (1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts)
- e) £0.00 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act
- f) £184.92 being the amount at 2(d) above less the result given by dividing the amount at 2(e) above by the Council Tax base, calculated by the Council in accordance with Section 34(2) of the Act as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item (Parish precept) relates.
- g) That the following amounts be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act as amended.

Valuation Band	A	B	C	D
	£	£	£	£
Runnymede Borough Council	123.28	143.83	164.37	184.92
Valuation Band	E	F	G	H
	£	£	£	£
Runnymede Borough Council	226.01	267.11	308.20	369.84

Being the amounts given by multiplying the amount at 2(f) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a valuation band 'D' calculated by the Council in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

3. To note for the year 2023/24 Surrey County Council and the Police and Crime Commissioner for Surrey have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Act for each of the categories of dwelling in the Council's area as shown below:

Valuation Band	A	B	C	D
	£	£	£	£
County Council	1,116.72	1,302.84	1,488.96	1,675.08
Police and Crime Commissioner	207.05	241.55	276.06	310.57
Valuation Band	E	F	G	H
	£	£	£	£
County Council	2,047.32	2,419.56	2,791.80	3,350.16
Police and Crime Commissioner	379.59	448.60	517.62	621.14

4. That, having calculated the aggregate in each case of the amounts in 2(g) and 3 above, the Council, in accordance with Sections 30 to 36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011, hereby sets the amounts of Council Tax for the year 2023/24 for each of the categories of dwellings:

Valuation Band	A	B	C	D
	£	£	£	£
Total Council Tax due	1,447.05	1,688.22	1,929.39	2,170.57
Valuation Band	E	F	G	H
	£	£	£	£
Total Council Tax due	2,652.92	3,135.27	3,617.62	4,341.14

5. The Council has determined that its relevant basic amount of Council Tax for 2023/24 is not excessive in accordance with the principles approved under Section 52ZB of the Act.

As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of council tax for 2023/24 is excessive and therefore the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Act

6. The payment dates for the statutory ten monthly instalments scheme be set to run from 1 April 2023 to 1 January 2024.

The Council Tax (Administration and Enforcement Regulations 1992 allow customers to opt out of the ten monthly instalment scheme and request payment over a 12-month period. Where this is requested, the Council authorises that the payment dates are to be on such a day in each month as is most efficient for administrative purposes.

Explanatory Note: The following narrative provides some additional explanation of the figures contained within the formal resolution at section 2.

2(a)	£99,020,426.00	This represents the gross expenditure of the Council
2(b)	£92,573,264.17	This represents the total income to the Council, including Government support and share of any Council Tax surplus from prior years
2(c)	£6,447,161.83	This represents the balance to be raised by Council Tax (including any Parish precepts)
2(d)	£184.92	This represents the average Band D Council Tax for the year (including any Parish precepts)
2(e)	£0.00	This represents the amount reapportioned to specific areas under special expenses or Parish precepts. There are no such charges for Runnymede Borough Council
2(f)	£184.92	This represents the average Band D Council Tax excluding the amounts covered by special expenses or Parish precepts. As there are no such charges for Runnymede, the Band D amount remains the same as in 2(d)

(The meeting ended at 9.35 pm.)

Chairman

Climate Change Study Stage 1 – Organisational Boundary and Scope Allocation. Climate Change Officer, Sarah Hides

Synopsis of report:

The purpose of this report and attached appendix is to set out the background concepts and principles that have been used to draft the baseline CO₂e emissions for the Council as part of the Climate Change Study Part 1 work. The report presents the options for the different types of carbon accounting principles that could be used by the Council to report our emissions for the Council estate and operations and where our assets and activities sit within the three emission scopes, as defined within the Green House Gas (GHG) Protocol.

Recommendation:

Corporate Management Committee is asked to AGREE:

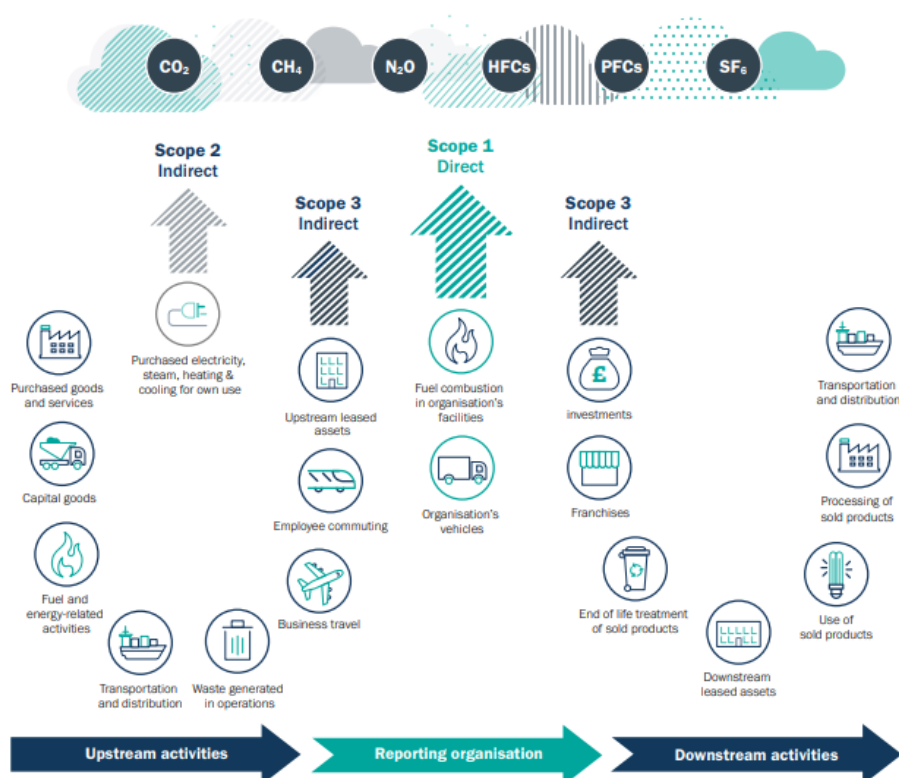
- 1. That the Council's approach to defining its organisational boundary for the purpose of setting its carbon baseline and emissions reporting for its own estate and operations should be that presented in Option 2 of the Officer report.**

1. Context and background of report

- 1.1 Runnymede Borough Council's Climate Change Study began at the end of October 2022 and will run until the spring of 2023. The main purpose of the project is to support the implementation of Runnymede Borough Council's Climate Change Strategy and Action Plan, including, in particular, actions delivered by the Planning Policy team through the Local Plan. This work is in support of the council's target to achieve operational net zero carbon emissions from its services and operations by 2030, and also to enable its action within its areas of influence, to reduce emissions across the wider Borough by 2050, in line with national targets.
- 1.2 The work of the study is split into two main stages:
 - a. Stage 1, will establish the Council's and the borough's emissions baseline and improve and streamline our carbon monitoring, measuring and reporting methodologies. The Stage 1 work will also estimate carbon emissions trajectories for various mitigation pathways out to 2030 and 2050. The Council's emissions baseline year has been chosen to be 2019 to be in line with Surrey County Council reporting.
 - b. The Stage 2 work will establish the evidence base needed to underpin the development of future planning policies to mitigate and adapt to climate change in the revised local plan. Building on the Council's Climate Change Strategy and using the baseline work on emissions in Stage 1 of the Climate Change Study, the Stage 2 work will recommend decarbonisation pathways which will help identify priority areas for action and show where policy gaps remain.

- 1.3 The emissions accounting methods used to develop our baseline are derived from the guidance given in the Green House Gas (GHG) Protocol. The GHG Protocol supplies the world's most widely used GHG accounting standards. Building on a 20 year partnership between the World Resources Institute and the World Business Council for Sustainable Development, the GHG Protocol works with governments, industry associations, NGOs, businesses and other organisations.
- 1.4 The GHG Protocol establishes comprehensive global standardised frameworks to measure GHG emissions from private and public sector operations, value chains and mitigation actions. The standards produced are designed to provide a framework for businesses, governments and other entities to measure and report their GHG emissions in ways that support their goals.
- 1.5 Within the GHG Protocol emissions sources are divided into three scopes as shown in the table and figure below:

Scope	Definition
Scope 1	GHG emissions from sources owned or controlled by the Council.
Scope 2	GHG emissions from the consumption of purchased electricity, steam or other sources of grid-generated energy. Includes electricity supply to the Council's operational buildings.
Scope 3	GHG emissions that occur indirectly from Council activities, outside the control of the Council (e.g. the Council's procured services and investments).



- 1.6 Land Use Consultants (LUC) are the consultants who hold overall responsibility for the project management of the Climate Change Study and will be completing the majority of the Stage 2 work. However, as the field of expertise needed to cover all parts of this project is vast, they have subcontracted the bulk of the Stage 1 work to Aether, who hold considerable expertise and experience in carbon modelling, measuring, monitoring and reporting, and work with a range of local authorities and other public bodies in this area.
- 1.7 On February 8th LUC and Aether gave a MS Teams presentation to which all Members were invited, to introduce the Climate Change Study in more detail and gave an update on the progress of the Stage 1 work. The presentation covered carbon reporting principles, emissions scopes and accounting methods and presented the draft baseline estimate. The recording of the presentation and the slide pack are available on the All Members Teams Channel.
- 1.8 Appendix A to this report is compiled by Kirsten May at Aether. It sets out the background concepts and principles that have been used to draft the emissions baseline. The different carbon accounting principles available are set out and a draft of the scope allocation is given showing where the Council's assets and activities sit within the three scopes. This appendix has also been circulated previously to all Members as background information for the February 8th presentation.
- 1.9 At the time of writing this report, the Stage 1 work of the Climate Change Study is ongoing and the baseline for the Council's estate and operations is in draft form. The purpose of the remainder of this report is to present the options for the different types of carbon accounting principles we could use to report the Council's emissions for its estate and operations (described from page 4 of Appendix A) and as such, agree where our assets and activities sit within the three emission scopes (draft presented on Page 7 of appendix A).

2. Report

- 2.1 An operational boundary defines the emission sources that are included in GHG reporting. As described in appendix A, emission sources are divided into three scopes. Setting a clear operational boundary defines which emission sources are included in the reporting and which ones are excluded.
- 2.2 An organisational boundary defines which parts of an organisation are included for the purpose of GHG reporting.
- 2.3 The Council would need to consider the full scope of emissions occurring within the operational boundary within the limits of the organisational boundary.
- 2.4 The following options set out the three different types of organisational boundary we could apply to the Council as defined within the Green House Gas Protocol Corporate Reporting Guidance.

Option 1: Financial control boundary

- 2.5 The Council reports on all sources of environmental impact over which it has financial control. The Council is considered to have financial control over an operation if it has the ability to direct the financial and operating policies of the operation with a view to gaining economic benefits from its activities.

Option 2: Operational control boundary

- 2.6 The Council reports on all sources of environmental impact over which it has operational control. The Council is considered to have operational control over an operation if it or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.

Option 3: Equity share boundary

- 2.7 The Council accounts for GHG emissions from operations according to its share of equity in the operation.

Officer Recommendation

- 2.8 Officers recommend that Option 2, to use an operational control boundary is agreed.

This is for the following reasons:

- a. Option 2 is the most pragmatic approach to defining the council estate as it allows us to focus on what is in our direct control and what we are most able to influence and change.
 - b. This approach most closely fits the aim of the climate change target adopted by the Council in January 2022 'to achieve operational 'Net Zero Carbon' emissions from its services and operations by 2030'.
 - c. An operational control boundary accounting approach is used by Surrey County Council to whom we regularly report our CO2e emissions.
 - d. The emissions we have previously been reporting to BEIS sit within this approach.
- 2.9 It is important to note that the organisational boundary agreed will be for reporting purposes only and does not preclude the Council from working to reduce emissions in areas of its influence not included or reported on within the chosen boundary. This also applies to areas where data to show progress is hard to gather.
- 2.10 It is also noteworthy that if the approach to defining our organisational boundary should need to change in the future for any reason not yet foreseen, this would be possible due to the transparent accounting process used to create the baseline. As such, information per source of emission could be disaggregated and moved between scopes to align with a different approach to defining the Council's organisational boundary, if this became necessary.

3. Policy framework implications

- 3.1 The Runnymede Climate Change Study is essential to support implementation of the Council's Climate Change Strategy. The Climate Change Strategy states in relation to the Council's baseline work that 'Getting this right is key to ensuring that we can evidence our work and investment as well as establishing our credentials to drive wider changes in areas outside our direct control'.
- 3.2 The overarching target for the Borough and the UK is to reach net zero carbon emissions by 2050. In addition, the Council adopted its climate change target in January 2022 'to achieve operational 'Net Zero Carbon' emissions from its services and operations by 2030'. The baseline and emissions accounting work from Stage 1 of

the Climate Change Study is essential in enabling the Council to achieve these targets and successfully measure and monitor our progress towards doing so.

4. Resource and finance implications

4.1 None at present

5. Legal implications

5.1 The Paris Agreement which is a legally binding international treaty on climate change was adopted by 196 Parties, including the UK at COP 21 in Paris on 12 December 2015 and came into force on 4 November 2016. Its goal is to limit global warming to well below 2 degrees Celsius, preferably 1.5 degrees Celsius, compared to preindustrial levels.

5.2 In June 2019, Parliament passed The Climate Change Act 2008 (2050 Target Amendment) Order 2019, which requires the Government to reduce the UK's net emissions of greenhouse gases by 100 per cent relative to 1990 levels by 2050.

5.3 In January 2022, the Council committed to tackling climate change and adopted a target to achieve operational 'Net Zero Carbon' emissions from its services and operations by 2030.

5.4 The Council's Climate Change Study and baseline work will be vital in ensuring that the Council can deliver on the above commitments.

5.5 Any specific legal implications associated with organisational boundary setting for the Council's emissions reporting will be assessed as they occur.

6. Equality implications

6.1 The Council has a Public Sector Duty under the Equality Act 2010 (as amended) to have due regard to the need to:

- a) Eliminate unlawful discrimination, harassment or victimisation;
- b) Advance equality of opportunity between persons who share a Protected Characteristic and persons who do not share it;
- c) Foster good relations between those who share a relevant protected characteristic and persons who do not share those characteristics;

in relation to the 9 'Protected Characteristics' stated within the Act.

6.2 The Council's Climate Change Strategy has been subject to an Equalities Screening. The Climate Change Study will further support any conclusions drawn about equalities associated with this higher level strategy, which it seeks to build on.

7. Environmental/Sustainability/Biodiversity implications

7.1 The objectives set out in the Climate Change Strategy aim to enhance the environment and to promote sustainability and biodiversity. The work of the Climate Change Study is fundamental to taking this forward.

8. Other implications

- 8.1 If Option 2 is not chosen, officers may need to recalculate past emissions reports given to Surrey County Council and BEIS to reflect the change in organisational boundary approach.

9. **Timetable for Implementation**

- 9.1 It is anticipated that the Stage 1 work of the Climate Change Study will be completed in April 2023 and reported to CMC in May 2023.

10. **Conclusions**

- 10.1 This report and the attached appendix set out the background concepts and principles that have been used to draft the Council's baseline CO2e emissions as part of the Climate Change Study Part 1 work. The various options for the different types of carbon accounting principles that could be used to report our emissions for the Council estate and operations have been detailed. Feeding on from this, the draft allocation of the Council's assets and operations within the three GHG Protocol emission scopes has been shown.
- 10.2 Officers recommend that Option 2, to use an operational control approach to define the Council's organisational boundary is agreed. This is for the purposes of setting the Council's carbon baseline and emissions reporting only and does not preclude the Council from using its influence to reduce emissions in areas which sit outside the boundary.

Background papers (attached pdf)

Appendix A – RunnymedeNetZero_CarbonReporting_Briefing Note_Feb8

Background Information

Area Wide Emissions Baseline

The baseline compiled for Runnymede area wide is a 'territorial-based emission inventory'. This type of emissions accounting is conventionally used for national carbon accounting, such as the UK's national inventory. It is geographically bounded, so limited to emission sources within specific boundaries. This inventory follows a sector-based approach, splitting emissions by the activity that caused them e.g. emissions from agriculture, transport, electricity generation etc.

Geographical boundaries and time range

The geographical, operational and time-related scopes of the targets are outlined below:

- The geographical boundaries will be the areas covered by the administrative areas of Runnymede Borough Council
- The baseline for data will be the 2019 calendar year.
- The unit of measurement will be CO₂e.

Operational Boundary

An operational boundary defines the emission sources that are included in the reporting. Emission sources are divided into three scopes. Setting a clear operational boundary defines which emission sources are included in the reporting and which ones are excluded.

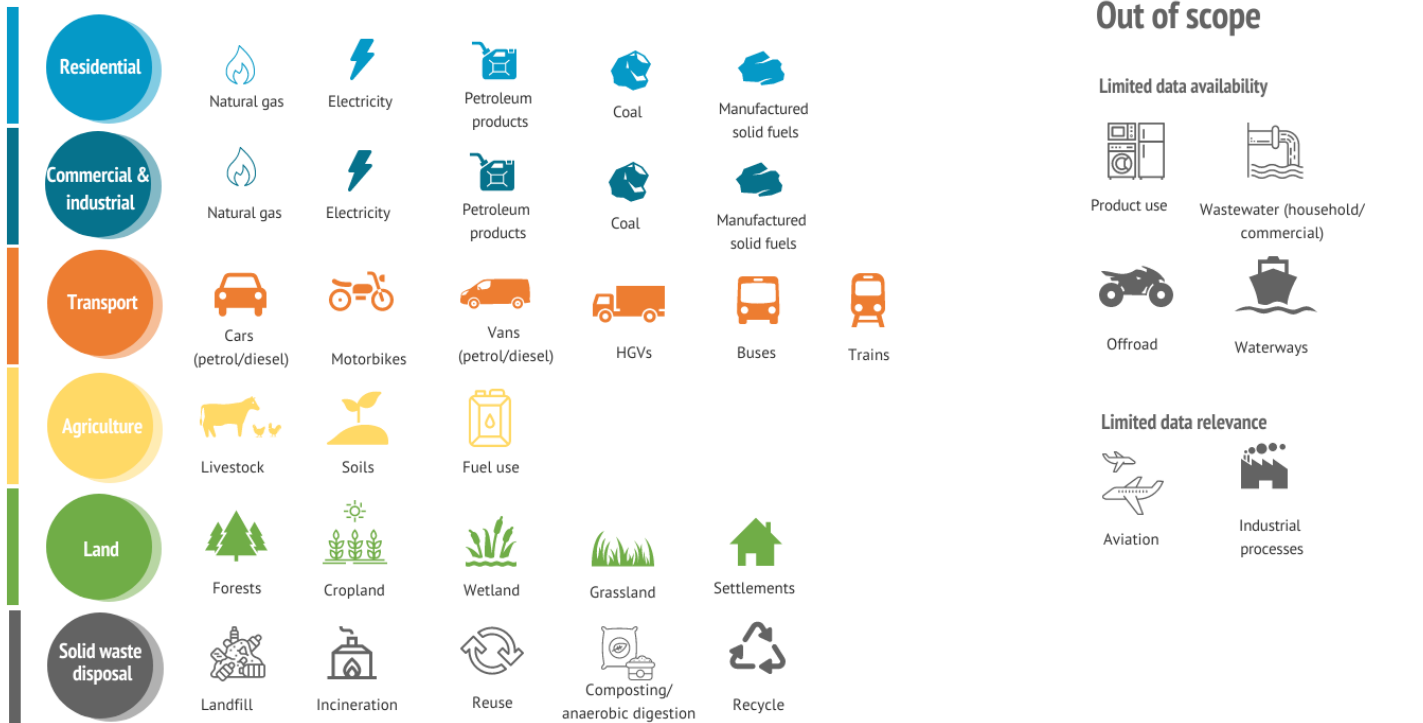
The most widely used set of standards for carbon accounting are those produced under the Greenhouse Gas Protocol. Of particular relevance to this project is the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories, otherwise known as the [GHG Protocol for Cities](#). This standard describes the emission sources by "scopes" which should be considered as part of a city-wide carbon accounting process; the definition of the three scopes are shown below.

Scope	Definition	Sources to consider
1	GHG emissions from sources located within the district boundary	<ul style="list-style-type: none"> • Fuel combustion (for energy and transportation) within the district boundary • Fugitive emissions from fossil fuels extraction and processing • Solid waste disposal (in boundary) • Biological treatment of waste (in boundary) • Incineration and open burning of waste (in boundary) • Wastewater treatment (in boundary) • Industrial processes occurring within the boundary • Product use occurring within the district boundary • Livestock emission sources • Land use emission sources • Aggregate sources and non-CO₂ emission sources on land (e.g., fertilizer application and rice cultivation)
2	GHG emissions occurring as a consequence of the use of grid-supplied electricity, heat, steam and/or cooling within the district boundary	<ul style="list-style-type: none"> • Consumption of grid-supplied energy consumed within the district boundary (energy and transportation)

Scope	Definition	Sources to consider
3	Other GHG emissions that occur outside the district boundary as a result of activities taking place within the district boundary	<ul style="list-style-type: none"> • Transmission and distribution losses from grid-supplied electricity • Well-to-tank emissions for stationary fuels, transportation fuels and electricity generation • Emissions from transboundary transportation • Solid waste disposal of waste transported out of boundary • Biological treatment of waste transported out of boundary • Incineration and open burning of waste transported out of boundary • Wastewater transported out of boundary to be treated

Runnymede Borough emissions scope - DRAFT

Council area: GHG emissions boundary



Exclusions from Scope

Limited data availability at district scale:

- **Off-road machinery:** Data on fuel consumption are not available. Given the transient nature of e.g. construction equipment, the impact of actions taken at a district level are unlikely to be representable in forecasts (i.e. to 2030). Nevertheless, this should not discount consideration of construction in the districts' climate action plans.
- **Household and commercial/industrial wastewater treatment:** Data held by Thames Water are not currently accessible and, in any case, identifying data specific to Runnymede may not be possible. Emissions could be estimated – albeit with a high degree of uncertainty. This could be considered under the climate action plans and included within the modelling at a later date. Emissions from wastewater treatment are relatively small.
- **Waterways:** While there are emissions from river traffic within the district boundary, apportioning them to Runnymede is highly uncertain and would not account for changes at a district level.
- **Product Use:** data are scarce and uncertain. Emissions of concern in this sector are fluorocarbons used in electronics production and lubricants/paraffin waxes for non-energy products, neither of which are considered a significant source in Runnymede.

Limited relevance to district emissions:

- **Aviation:** this is not relevant source as there is no airport.

- **Industrial processes:** Energy consumption at industrial sites is contained within the BEIS energy data although other process emissions are not. It is likely that obtaining additional data would require significant time and effort for minimal return as there is not a significant industrial manufacturing sector within Runnymede. Additionally, Runnymede borough council has limited ability to alter these emissions.

Council Estate

Time range

The time-related scopes of the targets are outlined below:

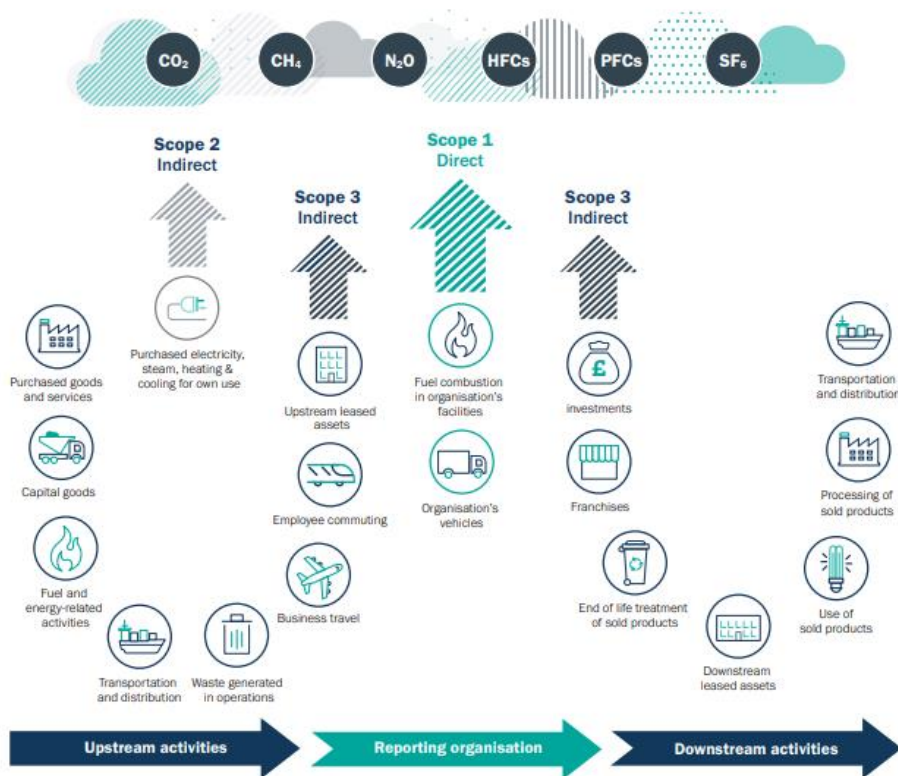
- The baseline for data will be the 2019/20 financial year.
- For some sources not relevant for the 2019/20 reporting year, or where they may have changed significantly, emissions will be compiled for the latest year e.g. homeworking and commuting.

Operational Boundary

An operational boundary defines the emission sources that are included in the reporting. Emission sources are divided into three scopes, see table and figure below. Setting a clear operational boundary defines which emission sources are included in the reporting and which ones are excluded. Runnymede is committed to considering the full scope of emissions occurring within the operational boundary within the limits of the organisational boundary, as outlined in the next section.

Scope	Definition
Scope 1	GHG emissions from sources owned or controlled by the Council.
Scope 2	GHG emissions from the consumption of purchased electricity, steam or other sources of grid-generated energy. Includes electricity supply to the Council's operational buildings.
Scope 3	GHG emissions that occur indirectly from Council activities, outside the control of the Council (e.g. the Council's procured services and investments).

Figure 1: Overview of scopes and emissions across a typical organisation – GHG protocol



Organisational Boundary

An organisational boundary defines which parts of an organisation are included for the purpose of GHG reporting. The following definitions are given as part of the GHG Protocol corporate reporting guidance.

Financial control boundary

Your organisation reports on all sources of environmental impact over which it has financial control. Your organisation has financial control over an operation if your organisation has the ability to direct the financial and operating policies of the operation with a view to gaining economic benefits from its activities.

Operational control boundary

Your organisation reports on all sources of environmental impact over which it has operational control. Your organisation has operational control over an operation if your organisation or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.

Equity share boundary

Your organisation accounts for GHG emissions from operations according to its share of equity in the operation

Leased Assets

Leased assets may be included in a local authority's Scope 1 or Scope 2 inventory depending on the type of lease and the consolidation approach the local authority uses to define its organisational boundaries (the financial/operational control approach or the equity share approach). In line reporting at Surrey County level an operational approach has been chosen which means that when the council lease a building to another user on an FRI lease the emissions associated with the operation of that building are allocated to Scope 3. This is because the level of influence such a lease allows means that the Council is limited in the work that can be done until the break clauses in contracts.

Home working

Whilst emissions from homeworking would not be significant in the baseline year, the rise in hybrid working due to the COVID-19 pandemic means that it is necessary to consider these emissions. They therefore are included in scope but will not be calculated for the year 2019, and therefore are not included in the baseline.

Council housing

Sheltered housing and care provision: Emissions from all council owned and operated sheltered housing, including care and retirement homes should be included under Scope 1 and 2.

Communal areas: Runnymede is responsible for communal areas of housing such as external lighting, entryways, corridors, stairways, etc. Therefore, it would have control over the emissions from the lighting, heating, etc. in these areas. As the local authority could influence the emissions by, for example installing more energy efficient lighting or replacing gas central heating with a heat pump, it would make sense for the local authority to account for these emissions. Reporting for these areas would be under Scopes 1 and 2.

Landlord services: Runnymede owns housing that is privately tenanted and therefore the council is not responsible for the payment of bills and does not have operational control of the use of energy. Further considerations when considering how to account for emissions are:

- Runnymede funds the housing through a local authority Housing Revenue Account (HRA).
- Does Runnymede have operational control over the heating systems in housing?

It is understood that Runnymede owns the heating systems installed in Council Housing and funds housing through a HRA account. Therefore, the energy emissions from privately tenanted housing could be included under Scope 3 in line with a service and operational based accounting approach.

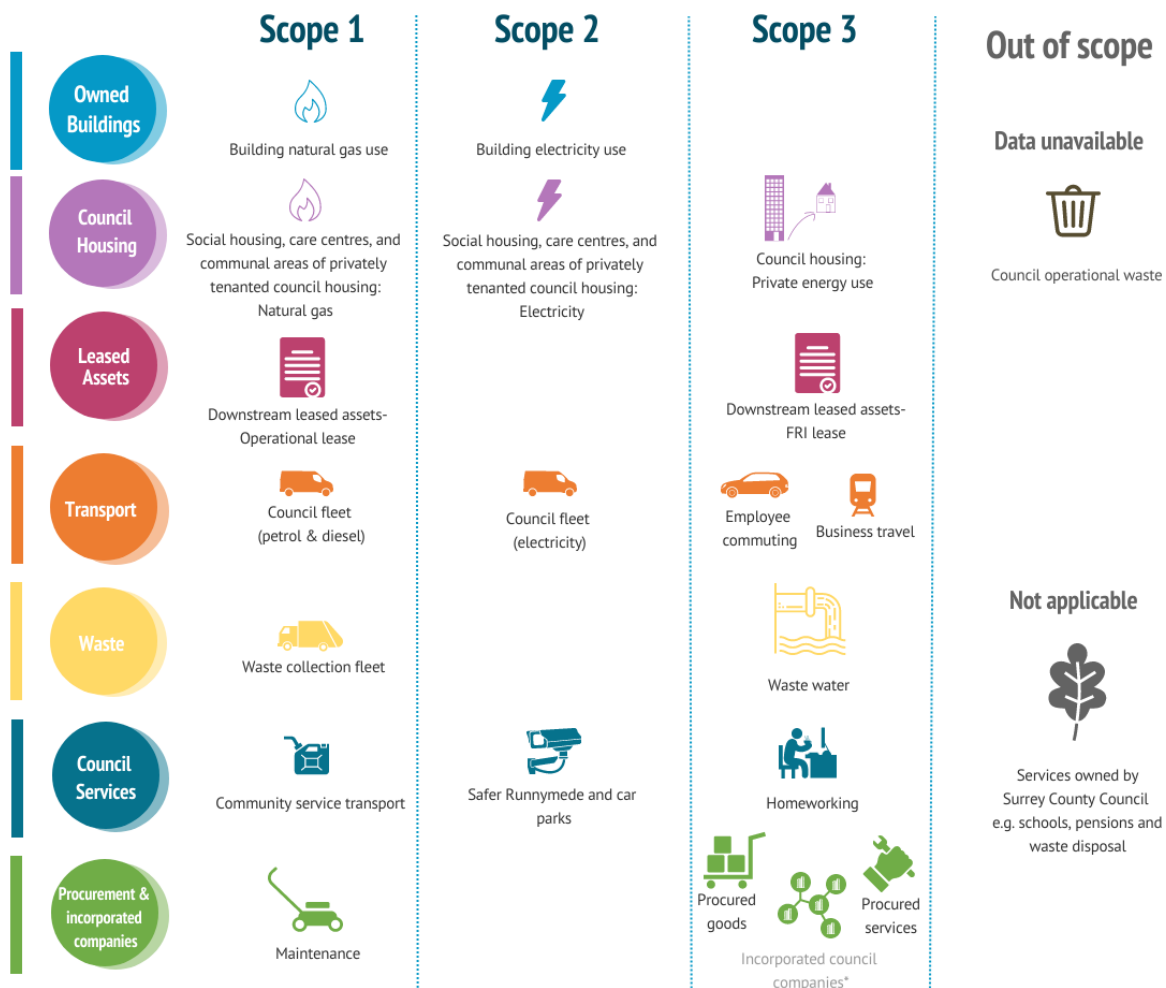
Incorporated council companies

The operational emissions of the RBC Companies (RBC Heat, RBC Investments and RBC Services) would be included in Scope 3 when using the operational control boundary approach, and within Scope 1 when using the financial control boundary approach.

Runnymede Council estate emissions scope - DRAFT

*Source not currently confirmed in terms of scope allocation

Runnymede Council: GHG emissions boundary



Exclusions from scope

Surrey County Council Services i.e., Waste processing, Streetlighting, schools and pension fund

Runnymede is not a waste authority and therefore in accordance with the LGA reporting guidance for local authorities¹ will not report emissions arising from waste in the council estate scope. The emissions from the waste collection fleet however are included under Scope 1. The same principle has been applied to other services that Surrey has operational control over such as schools and streetlighting.

¹ <https://www.local.gov.uk/climate-change-reporting-guidance-local-authorities#scope-3-emissions-reporting-categories->

Procurement Strategy and Policies

Sarah Hall, Head of Business Planning, Projects and Performance, Procurement Manager

Synopsis of report:

The report sets out the Procurement Strategy for the period 2023-2026 to support delivery of the Council's Corporate Business Plan and associated strategies.

The Strategy provides the high-level framework in which procurement operates and the aims and objectives that can be achieved from procurement. In addition, the report provides the Procurement Policies for Social Value and Sustainable Procurement (including Carbon Reduction) and an update to the existing Procurement Policy for Modern Slavery

Recommendation(s):

The Procurement Strategy and associated policies are recommended to Council for adoption.

1. Context and background of report

- 1.1. The Council's [Corporate Business Plan 2022-2026 and the five associated Corporate Strategies](#) (Climate Change, Empowering Our Communities, Economic Development, Health and Well-being and Organisational Development) set out the strategic ambition and direction of travel for the Council. To achieve this ambition, the Council will need to procure goods, works and services from third-party suppliers.
- 1.2. It is therefore timely to review the strategy and policies related to procurement, to ensure alignment with the corporate business plan 2022-2026 and to adopt these as an organisation.
- 1.3. The Council invested in additional staff resources to form the Corporate Procurement Team during 2018/19 after it was recognised that additional corporate resource was required to improve procurement skills and quality of tendering contract opportunities across the organisation and improve contract compliance.
- 1.4. The team support buying managers across the organisation to adhere to the Public Contract Regulations 2015 and Contract Standing Orders by offering support and advice for lower value contracts and co-ordinating high value and/or complex procurement projects end to end.
- 1.5. A procurement toolkit is available to provide a step-by-step guide to procurement, resources and templates for buying managers and is available to all staff on the intranet (Staff Home)

2. Report and, where applicable, options considered and recommended

- 2.1. Procurement covers the full lifecycle of buying activities, starting with identification of needs and determining the buying approach, through to evaluation of the supplier offers, purchasing the goods, services or works and the subsequent supplier contract management.
- 2.2. Procurement is not just about buying goods, works and services at the lowest prices but is an important tool through which the Council can harness and deliver wider social, economic, and environmental outcomes through the supply chain.
- 2.3. Runnymede Borough Council's Procurement Strategy (the Strategy) serves to provide a framework to:
- support delivery of the Corporate Business Plan 2022-2026
 - improve outcomes and secure value for money through the effective procurement of goods, works and services whilst also generating added-value social, economic and environmental benefits (termed 'Social Value').
 - facilitate compliant procurement of effective and high-quality goods, services and works.
 - improve proactive planning and implementation of procurement exercises either as standalone projects or as an integrated activity within a broader project.
 - ensure appropriate and proportionate controls, systems and standards to manage procurement risks and to comply with legal requirements.
 - communicate our procurement framework to potential suppliers to support the tender process and articulate how our contracts can support delivery of our corporate aims and objectives and wider social, economic and environmental outcomes.
- 2.4. The Strategy sets out how procurement can support delivery of the corporate business plan and associated corporate strategies, and the outcomes and deliverables intended to be achieved by 2026. In addition, the strategy describes how procurement can contribute to key themes of social value, environmental sustainability and carbon reduction, fair working practices, equality and diversity, data protection and GDPR. The Council already has in place policies for Modern Slavery, Equality and Diversity, Data Protection and GDPR. Policies have been developed for Social Value and Sustainable Procurement and are presented here for adoption.
- 2.5. As the strategy will be a publicly available document, this is an opportunity to state the Council's expectations of suppliers and how they can contribute to and support the objectives and aims of the Corporate Business Plan 2022-2026. As such, a link to this document will be included as standard in tender information packs. Potential suppliers will be asked to demonstrate within their tender submissions alongside technical quality assessment, how they propose to meet relevant criteria which could include reducing carbon emissions, improving the natural environment, supporting the local economy and economic development, supporting local people and empowering communities.
- 2.6. The Procurement Policy for Social Value has been developed to provide buying managers with a framework to consider and implement during the tendering of

contract opportunities in order to maximise the opportunity for social value outcomes. The Local Government Association's National Themes Outcomes and Measures (TOMs) for Social Value¹ and Cabinet Office's Social Value Model as set out in PPN06/20² have been used as identified best practice to secure and measure social value.

2.7. The Procurement Policy for Sustainable Procurement is complementary and additional to the Social Value Policy to specifically address environmental, climate change and carbon reduction outcomes in detail. This policy has been developed from Surrey County Council's Sustainable Procurement policy³ with the additional requirements set by the Cabinet Office in Procurement Policy Note 06/21 Carbon Reduction in the supply chain⁴

2.8. The Procurement Policy for Modern Slavery, previously adopted in 2020 alongside the Council's [Modern Slavery and Human Trafficking Statement](#), has been reviewed and updated following the release from the Cabinet Office of Procurement Policy Note 02/23 Update to Tackling Modern Slavery in Supply Chains (PPN 02/23).

3. Policy framework implications

3.1. The Procurement Strategy and associated Policies have been developed to align to the Corporate Business Plan 2022-2026

3.2. Specific objectives are included in the Chief Executive's Service Area Plan for 2023/24 to support delivery of the aims and objectives within the strategy.

4. Resource implications/Value for Money (where applicable)

4.1. There are no direct staffing resource implications from the adoption of this Procurement Strategy and related procurement policies.

4.2. The Corporate Procurement Team will be responsible for dissemination to officers of the Strategy and Policies and future monitoring and review of the impact they make. In addition, the procurement toolkit will be updated to provide templates and resources to support the changes that will be required as a result of implementation. This can be delivered within the current Corporate Procurement resource.

4.3. All officers across the Council are required to adhere to the policies, processes and procedures when procuring goods/works/services and this will continue to be the case.

4.4. It is anticipated that achievement of social value from contracts will contribute positively to achievement of wider economic development, community interests and social outcomes within the Borough.

¹ [Social value – achieving community benefits | Local Government Association](#)

² [Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts - GOV.UK \(www.gov.uk\)](#)

³ [Environmentally Sustainable Procurement Policy - Surrey County Council \(surreycc.gov.uk\)](#)

⁴ [Procurement Policy Note 06/21: Taking account of Carbon Reduction Plans in the procurement of major government contracts - GOV.UK \(www.gov.uk\)](#)

5. Legal implications

- 5.1. The regulatory framework that legislates public sector procurement is laid down in the Public Contract Regulations 2015 (the 2015 Regulations). The strategy and policies document relevant additional legislation that also impacts on procurement (Public Services (Social Value) Act 2012, Modern Slavery Act 2015, National Minimum Wage Act 1998, Equality Act 2010, Data Protection Act 2018)
- 5.2. In addition, whilst the Local Government Act 1988 lays out more generally governance arrangements for local authorities, interpretation of Section 17 prohibits local authorities from reserving contracts, whatever their value, to local suppliers, SMEs and voluntary, community and social enterprises (VCSEs).
- 5.3. During the term of the strategy, the introduction of the Procurement Bill during 2023/34 will reform the UK's public procurement regime and lead to new and updated legislation. This will have a significant impact on our current procurement processes and procedures and change will be required to be implemented within six months of the Bill being passed.
- 5.4. This will impact on procurement processes and procedures contained within the procurement toolkit and Contract Standing Orders, which will be reviewed in light of any changes in legislation, rather than impact on the overarching strategy and policies presented here.

6. Equality implications

- 6.1. Public Sector procurement is bound by the legislation in the 2015 Regulations and specifically the principles of openness, fair treatment and transparency. The Strategy specifically addresses equality and diversity in the intended outcomes and deliverables.
- 6.2. Equality implications associated with individual contract requirements would be considered at time of specification preparation and be reported when seeking approval for the procurement route and estimated total contract value at the appropriate Committee.
- 6.3. Consideration of Equalities Impact Assessments has been built into Procurement guidance available to Officers on Staff Home pages.

7. Environmental/Sustainability/Biodiversity implications

- 7.1. This has been considered for this report and no negative implications identified directly associated with the adoption of the proposed Strategy and Policies. Adopting the proposed Strategy and Policies will bring opportunities for positive environmental outcomes.
- 7.2. Adoption of the Procurement Policy for Sustainable Procurement will significantly support achievement of the Council's Climate Change Strategy and the aim for the Council's operations to be net zero by 2030 and for the Borough to achieve net zero by 2050.
- 7.3. Implications associated with individual contract requirements would be considered at time of specification preparation and be reported when seeking approval for the procurement route and estimated total contract value at the appropriate Committee.

8. Timetable for Implementation

- 8.1. Following agreement of the Strategy and Policies and formal adoption at Council, these will be implemented in the new financial year alongside updates to the Procurement Toolkit and training for buying managers.

9. Conclusions

- 9.1. Committee is asked to consider the proposed Procurement Strategy and Procurement Policies for Social Value and Sustainable Procurement and updated Procurement Policy for Modern Slavery.

(To recommend to full Council)

Background papers

Runnymede Borough Council

Procurement Strategy 2023-2026

March 2023



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1. Introduction

- 1.1. The [Corporate Business Plan 2022-2026 and the five associated Corporate Strategies](#) (Climate Change, Empowering Our Communities, Economic Development, Health and Wellbeing and Organisational Development) set out the Council's ambitions for the borough over the period, and helps effectively prioritise and invest time, resources and energy to support key services and ensure that residents, partners and businesses can achieve their full potential.
- 1.2. The Council spends in excess of £20 million each year on goods, works and services to support effective delivery of the Corporate Business Plan and statutory and discretionary services.
- 1.3. Procurement covers the full lifecycle of buying activities, starting with identification of needs and determining the buying approach, through to evaluation of the supplier offers, purchasing the goods, services or works and the subsequent supplier contract management.
- 1.4. The way public money is spent has the potential to strongly influence the success of the borough, helping to strengthen the local economy and improve the wellbeing of local people. This is done both directly and indirectly through the goods, works and services required, the suppliers selected, and the commercial opportunities offered within the borough.
- 1.5. As the Council continues to operate in a challenging economic environment, best value will always be a major factor for consideration in procurement evaluation, but this strategy also focuses significantly on how additional positive outcomes from procurement activity can be achieved. By leveraging procurement expenditure and actively engaging with suppliers, the council can help to enhance local communities through increased social value and sustainability.
- 1.6. Strengthening the approach to procurement, focusing not only on achieving strong outcomes and value for money from the goods, works and services that are bought, but also ensuring appropriate and proportionate controls, systems and standards are in place will support management of procurement risk and compliance with legal requirements.
- 1.7. The strategy is intended to provide reassurance that public money is spent in a way which is fair, accountable and gets the very best value for Runnymede borough.
- 1.8. The Procurement Strategy provides a framework to:
 - Support delivery of the Corporate Business Plan 2022-2026.
 - Improve outcomes and secure value for money through the acquisition of goods, works and services.
 - Facilitate compliant procurement of effective and high-quality goods, services and works.

- Improve proactive planning and implementation of procurement exercises, either as standalone projects or as an integrated activity within a broader project.
- Ensure appropriate and proportionate controls, systems and standards exist to manage procurement risks and to comply with legal requirements.

1.9. Public Sector procurement is bound by the Public Contract Regulations 2015 (the Regulations) and the principles of equal treatment, transparency, non-discrimination, relevance and proportionality. Above financial thresholds set by legislation, if a third party is required to provide supplies, services or works, we must follow the procedures laid down in the Regulations before awarding a contract to a company. Below these thresholds, we must follow processes and procedures as set out in the Contract Standing Orders.

1.10. During the period of this strategy, the Procurement Bill will receive Royal Assent in Parliament during 2023/24. This will reform the UK's public procurement regime and lead to new and updated legislation. This will have a significant impact on current procurement processes and procedures and change will be required to be implemented within six months when the Bill is passed.

1.11. This Procurement Strategy addresses all elements of procurement activity at both strategic and operational level to support the delivery of the Corporate Business Plan and Service Area plans, including:

Strategic level:

- proactive, long-term and strategic planning for procurement exercises,
- consideration of ethical and environmental impacts as part of contract requirements,
- achievement of sustainable outcomes that support the climate change agenda,
- demonstration of social value achievements,
- effective and compliant tendering processes,
- equality and diversity considerations,
- ensuring that the local economy is supported and developed,
- improving opportunities for SMEs, both locally and nationally, and
- encouraging innovation and new ways of working that benefit the Borough.

Operational level:

- provide training and resources for officers to procure goods, works and services competently and compliantly,
- identification of the needs and requirements to form the specification,
- appraisal of available procurement options, ensuring evidence-based decision making and audit trails,
- ensuring all procurement activity follow the principles of procurement of equal treatment, transparency, non-discrimination, relevance and proportionality,
- compliance with current legislation and Contract Standing Orders in all aspects of procuring goods, services and works,
- ensuring tendering processes are effective and compliant,

- consideration of whole life costs, including asset disposal,
- effective governance processes including regular meetings of the Procurement Board,
- delivery of 'right first time' procurements, from low value to high value complex requirements,
- effective potential supplier due diligence,
- effective supplier and contract management, and
- consideration of collaborative procurements with other local Authorities to drive efficiencies.

1.12. Each service area is accountable for the procurements and commissioned services that are required to deliver those services, management of contract performance and securing the outcomes that they are responsible for. As a result, all officers have a significant role to play in supporting the Council's increasing and significant budgetary pressures by ensuring value for money and quality performance of the contracts under their responsibility.

1.13. This strategy is also supported by a comprehensive Procurement toolkit for officers, providing step by step guidance and instructions for all stakeholders on the accurate and efficient process of requesting low value quotes through to high value tendering for complex requirements and/or measured term contracts. These resources are regularly reviewed and updated and latest versions are available to download from Staff Home.

1.14. The Corporate Procurement Team comprises professionally qualified and experienced Procurement Officers, led by a Procurement Manager, who provide guidance in all procurement activities and lead the procurement process on all exercises with a total contract value above £100,000.

1.15. A roles and responsibility matrix has been developed to illustrate the roles and responsibilities of all actors and stakeholders in procurement exercises. See Appendix A: Roles and responsibilities matrix

2. Executive Summary

2.1. This document outlines the Council's Procurement Strategy; it is not a standalone document and should be read in conjunction with the Council's Contract Standing Orders and Financial Regulations as published in the Council's Constitution and the Public Contract Regulations 2015 (or future updates). This strategy is also supplemented by specific procurement policy documents available to download from Staff Home which all officers should read and understand. Processes and procedures are laid out in the relevant procurement toolkit.

2.2. The Council, through the Corporate Procurement Team, is committed to supporting departments, contract managers, and stakeholders in all aspects of compliant, effective and timely procurement activity, from low to high value and complex projects. In doing so, this supports delivery of quality goods, works and services, to enhance the environment and to improve the local economy by engaging with local residents, businesses and partners for the greater good of the community.

- 2.3. Through collaborative approaches and a commitment to knowledge sharing and best practice, the Corporate Procurement Team continues to build strong internal relationships and relationships with other authorities across Surrey to learn peers, with the result of a natural shift from an inherent reactive procurement approach to a strategic, proactive approach which will continue to be fostered as part of the Council's procurement processes.








3. Annual corporate business planning and the Procurement Plan

- 3.1. Procurement planning is embedded into the annual corporate business planning cycle to generate an annual work plan of new procurement exercises that need to be conducted as well as retendering for expiring contracts.
- 3.2. Service area plans identify planned activities for the next 12 months to achieve the Council's corporate themes and strategies which will be analysed for procurement needs. In addition, the Contracts Register (which is published [here](#) on a quarterly basis to meet the Transparency Regulations) is analysed regularly to identify contracts that may need to be retendered. This will form the annual Procurement Plan which the Corporate Procurement Team will work to deliver in the next 12 months (subject to all parties delivering to the anticipated timelines).
- 3.3. The Procurement Plan will be reviewed with the Corporate Heads of Service's on a regular basis throughout each year to identify slippage against the plan, new unforeseen requirements, and contract compliance.
- 3.4. The Corporate Procurement Team will seek to continuously improve procurement processes, procedures and resources to ensure that all officers can understand their legal obligations and can undertake compliant procurements to successfully demonstrate value for money and deliver goods, services and works.
- 3.5. Contract Standing Orders makes allowance at 2.6 for waivers to be considered and if, after appropriate scrutiny, circumstances are justified (subject to exceptional circumstances and compliance with any legal requirements), a variation to prescribed process can be approved. The waiver process is administered by the Corporate Procurement Team and waiver submissions are presented for decision on a regular and frequent basis at Procurement Board, comprising the Corporate Head of Law and Governance (Monitoring Officer), Assistant Chief Executive (S151 Officer), Deputy Corporate Head of Law and Governance and Procurement Manager.
- 3.6. The Corporate Procurement Team, as part of the Chief Executive's Office, submits a Service Area Plan as part of the annual business planning cycle, outlining the activities planned for the following year and how they support the Council's priorities and Corporate Business Plan. An assessment of planned procurement will take place annually and any resource implications addressed through budget growth bids.



4. Corporate Procurement's support of the Corporate Business Plan 2022-2026 and strategies

Council's strategy:	How procurement will support the strategy:
Empowering the Community  To support groups and societies with initiatives to strengthen their communities and to represent and advocate for our residents' interests.	<ul style="list-style-type: none"> • Work with buying managers to incorporate social value outcomes that strengthen communities in relevant contracts. • Identify tools for measuring social value outcomes during contract provision to support contract managers.
Climate Change  To play a key role in creating a greener environment and effective response to climate change.	<ul style="list-style-type: none"> • Work with buying managers to take account of sustainability, the impact on the environment and climate change, and the Council's duty to promote equality in relevant contracts. • Seek to reduce the Council's carbon footprint through its supply chain where possible. • Working with supply chains to reduce and, where possible, eliminate the use of avoidable single use plastic and minimise waste where appropriate. • Encourage suppliers to identify alternative and effective 'green' solutions where possible.
Economic Development  To support sustainable growth in the local economy.	<ul style="list-style-type: none"> • Seek to improve the efficiency and effectiveness of procurement activity for both the Council and its suppliers. • Work with local businesses to better develop understanding of how to do business with the Council to enable them to participate in relevant tender opportunities. • Seek value for money and quality outcomes from every procurement . • Work with buying managers to incorporate social value outcomes that strengthen economic development in relevant contracts. • Identify tools for measuring social value outcomes during contract provision to support contract managers.
Health and Wellbeing  To improve the health and wellbeing of our residents, working in partnership with the NHS and other stakeholders.	<ul style="list-style-type: none"> • Work with buying managers to incorporate social value outcomes that support healthy communities, contribute to physically active lifestyles or provide support for vulnerable residents in relevant contracts. • Identify tools for measuring social value outcomes during contract provision to support contract managers.
Organisational Development  Through continual monitoring, assessment and adapting the way we work, how we use technology and the way we recruit and support our people we will have the workforce and systems to deliver our public facing strategies.	<ul style="list-style-type: none"> • Offer regular training on Public Contract Regulations, Contract Standing Orders and best procurement practice to buying managers and interested stakeholders. • Support and encourage organisational change and transformation by ensuring future service needs are considered as part of specifications. • Regular review of guidance documents and processes to ensure they are up to date and simplified wherever possible. • Assessment of future procurement needs and opportunities, to ensure they are captured in business planning and budget projections to support workforce planning.

5. Key Outcomes and Deliverables for 2023-2026 Period

Theme	Outcome	Deliverable
 <p>Social value</p>	To harness social value when tendering an opportunity.	<p>The Council will develop social value measures to be available for including in future tenders and contracts from 2023/24.</p> <p>The Council will work with contract managers during 2023/24 to develop mechanisms to monitor that suppliers deliver promised social value outcomes.</p>
 <p>Support for Micro, Small and Medium Sized Enterprises (MSMEs)</p>	To engage with and ensure that SMEs and local businesses have the opportunity and necessary information to bid/tender for contract opportunities.	<p>During 2023-2025¹, the Council will review, update and simplify (where possible) procurement processes and communicate with SMEs so they can effectively bid/tender for work.</p> <p>The Council will engage with the Business Runnymede network regularly to provide information on the Council's contracting opportunities and procurement processes</p>
 <p>Addressing climate change</p>	To identify and implement change in the supply chain to support climate change action.	The Council will work with contract managers and suppliers, during the period of this strategy, when planning for and during procurements to ensure parameters are set to ensure climate change impacts are reduced or minimised, for example the carbon footprint of its supply chain
 <p>Improving the environment</p>	To reduce, reuse and recycle materials used in the supply chain.	The Council will work with contract managers and contractors throughout the period of this strategy to evaluate opportunities to reduce, reuse and recycle materials and minimise waste where appropriate when tendering opportunities
 <p>Ethical purchasing</p>	To identify and evaluate ethical and sustainable suppliers.	The Council will work with contract managers and existing and new suppliers throughout the period of this strategy to check its supply chain operates in an ethical and sustainable way
 <p>Equality and diversity</p>	To treat everyone with fairness, respect and dignity and eliminate discrimination.	<p>The Council will treat everyone that it comes into contact with, with fairness, respect and dignity regardless of their circumstances and will not accept discrimination in any form, either direct or indirect. The Council values diversity in its communities, suppliers and officers.</p> <p>The Council will treat suppliers and tenderers consistently and without discrimination, acting in a transparent and proportionate manner</p>
 <p>Value For Money</p>	To deliver value for money in all procurement exercises and contracts.	<p>The Council will ensure contracts are awarded to the most advantageous tenderer that accounts for both price and quality of provision.</p> <p>The Council will monitor spending with suppliers and will take all available opportunities to reduce spending where possible whilst ensuring quality of supply and service</p>

¹ This timescale is to reflect future changes that will need to be made to procurement processes as a result of the passing of the new Regulations arising from the Procurement Bill which are anticipated to be implemented in early 2024.

Theme	Outcome	Deliverable
 <p>Support for buying managers</p>	To be recognised as a trusted service, providing advice and support to buying managers to ensure that procurement complies with Regulations and delivers the required outcomes	<p>The Council will work with service leads and contract managers to proactively plan for and deliver procurement exercises in advance of contract end dates.</p> <p>The Council will continuously review and improve its procurement processes and toolkit to ensure efficiency and simplification where possible</p>
 <p>Support for contract managers</p>	<p>To ensure contracts are managed effectively to deliver the intended outcomes.</p> <p>To ensure contractor performance is monitored and addressed as necessary</p>	<p>The Council will ensure contract managers have the opportunity for specific ongoing training and development to support improved practices and outcomes.</p> <p>During 2023/24 the Council will develop and implement the contract management framework to support consistent and effective practices across the organisation</p>

5.1. Performance KPIs for procurement are set annually and monitored throughout each year. For 23/24 the service KPIs are:

- PO1: Number of tenders > £100K facilitated by the Corporate Procurement Team to contract award (for information only).
- PO2: Number of tenders stopped or abandoned due to non-compliant or poor-quality supplier responses (target zero per quarter).
- PO3: Number of tenders stopped or abandoned due to Council omissions or failures in the specification / requirements (target zero per quarter).
- PO4: Savings made as a result of a procurement process (data capture only).
- PO5: Assessment of social value gained through contracts (capture baseline data for 23/24).
- PO6: Number and value of local suppliers contracted by the Council (analysed annually for information only).
- PO7: Number of procurement exercises in the Procurement Plan that are delayed during the planning / pre-publication stage or the timeline for publication is re-baselined.

5.2. Whilst these KPIs are tracked and monitored by the Corporate Procurement Team, achieving the performance targets is the responsibility of all service areas that procure goods, works or services. Service areas will be required to provide data on a regular basis to support monitoring and reporting and will need to engage with lessons learned or root-cause analysis if performance targets are not achieved.

6. Contribution to social value

6.1. The Public Services (Social Value) Act 2012 requires the Council to consider the opportunities to secure wider social, economic and environmental benefits within the services commissioned, in order to maximise the value of public money spent and to benefit the community as a whole.

6.2. The key social value themes can broadly be assigned under three groups of benefits:

- Social – building cohesive, safe and healthy local communities.
- Economic – improving skills and employment and supporting innovation and sustainable growth of businesses.
- Environmental – tackling climate change and minimising harm to the environment.

6.3. Through this Procurement Strategy, the Council is committed to delivering social value when tendering an opportunity. A key objective is to increase the social value obtained from the procurement of goods, services and works and to contract with suppliers which can demonstrate their commitment to delivering social value.

6.4. The Public Services (Social Value) Act 2012 states that public authorities are required to consider the following at the pre-procurement stage:

- how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- how, in conducting the process of procurement, it might act with a view to securing that improvement.

6.5. The social value aims support the overall priorities of the Council:

Corporate strategy: Economic Development

Social value aims are:

- employment of local people,
- employment of those most removed from the labour market,
- employment of young people,
- use of local supply chain where possible and appropriate, and
- support residents to have the appropriate qualifications and skills to access local employment opportunities.

Corporate strategy: Climate Change

Social value aims are:

- reducing the impact on the environment and climate change,
- promoting positive environmental impacts, and
- promoting a sustainable supply chain.

Corporate strategy: Empowering our communities

Social value aims are:

- improved health and well-being for all,
- supporting community projects, and
- supporting schools and life-long learning.

6.6. The Procurement Policy for Social Value provides the framework and practical steps to achieve social value from the Council's procurement activity and subsequent contracts. This includes model questions for evaluation of suppliers social value proposals as

described in the Government's Social Value Model² and alignment with the LGA's [National TOMs \(Themes, Outcomes and Measures\) for Social Value](#)³.

- 6.7. In addition, the Procurement Policy for Sustainable Procurement specifically addresses environmental sustainability and climate change (see next section)

7. Contribution to environmental sustainability and carbon reduction

- 7.1. Emissions from goods, works and services procured by the Council form part of the indirect 'Scope 3' emissions. Scope 3 emissions are estimated to account for up to 90% of total emissions accounted to Local Government⁴.
- 7.2. The Council, through this Procurement Strategy, is committed to ensuring that suppliers and service providers, where possible, reduce or negate direct or indirect negative environmental impacts as a result of the provision of the goods, works or services, namely by reducing carbon emissions and improving the natural environment.
- 7.3. This can be achieved by ensuring that environmental considerations are built into the procurement process when selecting a supplier or service provider through the requirements and specification, tender questions, evaluation criteria, key performance indicators and clauses of contracts. Contract management (see [11](#)) will ensure that the outcomes promised are realised.
- 7.4. This will significantly support achievement of the Climate Change Strategy and the aim for the Council's operations to be Carbon Net Zero by 2030 and for the Borough to achieve net zero by 2050. In addition, environmentally sustainable procurement will also support the following corporate strategy aims:

Corporate strategy: Climate Change /Enhancing our Environment

- contribute to delivery of Carbon Net Zero for Council operations by 2030,
- contribute to biodiversity net gain and protect our natural assets,
- support and encourage the private sector and green technology innovation within the Borough, and
- promote the principles of the circular economy (take, make, use, repair, reuse).

Corporate strategy: Economic Development

- contribute to developing a low carbon economy by acting ourselves and encouraging others to do so, and
- investing in sustainable infrastructure.

- 7.5. The Procurement Policy for Sustainable Procurement and Carbon Reduction provides the framework and practical steps to achieve better environmental outcomes from procurement activity and subsequent contracts. The policy is developed from Surrey

² [GCF's Social Value Model](#)

³ [National TOMs \(Themes, Outcomes and Measures\) for Social Value](#)

⁴ [LGA, Carbon Trust](#) and [LGA \(Cambridgeshire\)](#)

County Council's Environmentally Sustainable Procurement policy⁵ adopted in 2022 and Government's Procurement Policy Note 06/21 Carbon Reduction in the Supply chain⁶.

8. Contribution to fair working practices

- 8.1. The Modern Slavery Act 2015 was implemented to combat slavery and human trafficking.
- 8.2. The Council, through its Procurement Strategy, is committed to ethical purchasing and ensuring our supply chain operates in an ethical and sustainable way.
- 8.3. As part of that commitment, the Council:
- has implemented the Modern Slavery and Human Trafficking Statement to demonstrate how the Council meets its duties under the Modern Slavery Act 2015.
 - ensures its Corporate Procurement Team have appropriate training to understand modern slavery by completing CIPS Ethical Procurement and Supply course
 - requires contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
- 8.4. This can be achieved by ensuring that, when selecting a supplier or service provider, evaluation of their commitment to assessing and dealing with modern slavery in their operations including any sub-contractors takes place. Contract management (see [11](#)) will ensure that these outcomes are realised through regular and frequent assessment of the supplier and any sub-contractors.
- 8.5. The Procurement Policy for Modern Slavery provides the framework and practical steps to ensure assessment of a potential suppliers policy and procedures for preventing, assessing and dealing with modern slavery in their operations including any sub-contractors or supply chain. This policy aligns to the requirements laid out for local authorities in the Government's Procurement Policy Notes for Tackling Modern Slavery in Government Supply Chains ([PPN 05/19](#) and [PPN 02/23](#))
- 8.6. The National Minimum Wage Act 1998 requires that employers must not pay less than the National Minimum Wage. Suppliers and service providers will be expected to pay at least the National Minimum Wage or National Living Wage as appropriate to its employees and sub-contractors. This is dealt with via contract clauses and/or evaluation of suppliers commitments during tender assessment to ensure the National Minimum Wage is met.
- 8.7. The Council is committed to Prompt Payment and publishes annual reports on [payment performance](#). The Regulations require 30-day payment terms to be included in public sector contracts and require that this payment term be passed down to its suppliers and sub-contractors to ensure a reliable supply chain.

9. Contribution to equality and diversity

- 9.1. Procurement also embraces the Public Sector Equality Duty set out in the Equality Act 2010 ensuring that equality and diversity, including cohesion is addressed in all

⁵ [Environmentally Sustainable Procurement Policy - Surrey County Council \(surreycc.gov.uk\)](#)

⁶ [Procurement Policy Note 06/21: Taking account of Carbon Reduction Plans in the procurement of major government contracts - GOV.UK \(www.gov.uk\)](#)

procurement activity, irrespective of whether provided from within the Council or indirectly through another organisation.

9.2. It is imperative that at all times when referring to equality and diversity that the Council explicitly considers each of the protected characteristics under the Equality Act 2010.

9.3. The Public Sector Equality Duty requires the Council, as a public sector organisation, to have due regard to equality and diversity in the carrying out of its procurement function to:

- eliminate unlawful discrimination, harassment and victimisation as set out in the Equality Act 2010, i.e. remove or minimise disadvantages suffered by people due to their protected characteristics,
- advance equality of opportunity, i.e. take steps to meet the needs of people from protected groups where these are different from the needs of other people, and
- promote good relations between different groups, i.e. encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

9.4. Buying departments are responsible for ensuring that an Equalities Impact Assessment has been carried out for any new service or supply and any identified actions implemented.

10. Contribution to data protection and GDPR

10.1. The Data Protection Act 2018 was laid down in law to control how personal or customer information is used by organisations or government bodies. It protects people and lays down rules about how data about people can be used. This applies equally to information or data stored digitally or in hard copy about living people.

10.2. Depending on the type of services that a third party may be required to provide, due regard must be made to the Data Protection Act and GDPR. Specific contract clauses are required to ensure alignment with the Government's Procurement Policy Note: Updated guidance on data protection legislation ([PPN 03/22](#))

10.3. As part of the pre-procurement process and preparation of the specification and requirements of a contract, a Data Protection Impact Assessment should be undertaken to ensure that appropriate measures are included in the contract specification if personal data or information will be passed to a third party to process or control.

10.4. Buying departments are responsible for ensuring that a Data Protection Impact Assessment has been carried out and any identified actions implemented.

11. Managing outcomes and deliverables from contracts

11.1. Contract management can be defined as the activities that are required to be delivered by officers that have responsibility for contract delivery (for goods, works or services) to ensure that the Council's requirements and intended outcomes of the contract are achieved within the contract sum, timelines, quality and social value parameters agreed between the parties at contract award.

- 11.2. Good contract management builds a relationship with the supplier by ensuring an open and transparent framework for delivery is in place from the outset, with clear and defined objectives, outcomes, deliverables and roles and responsibilities. The contract manager ensures contract performance is monitored and reported and any appropriate action is taken if required.
- 11.3. Poor contract management (on either side) poses a significant risk to contract delivery and may lead to poor outcomes, poor performance, complaints from service users and higher costs to put right or deliver the intended outcomes.
- 11.4. Successful contract management ensures that:
- The Council and the supplier commence a contract with a clear understanding of what is required and the parameters in which to work in.
 - The Council's requirements and intended outcomes are delivered by the supplier contracted to provide goods / works / services.
 - Contract performance is monitored and measured against contractual commitments and any concerns or failures addressed in a timely way.
 - Any contract changes are formally agreed and documented.
 - Lessons are learned from delivery of an existing contract that are used to influence and improve needs or requirements in future contracts or retenders.
 - Value for money is achieved and financial controls are in place during the contract term.
 - Social value or value-added initiatives are incorporated, measured and reported during a contract term (where applicable).
 - Transitions between suppliers at contract mobilisation and exit are smooth.
 - Market insight and trends are captured and communicated to advise the organisation.
 - Opportunities for continuous improvement are sought with Suppliers for the duration of the contract term.
- 11.5. The contract manager must be identified by the relevant Corporate Head of Service early in the procurement process in order that their expertise, experience and lessons learned from management of previous or existing contracts can be reflected as part of development of specifications and requirements of future contracts.
- 11.6. Council officers with a responsibility for, or role in contract delivery must complete the Government Commercial Function's online Contract Management foundation course that is free for public sector employees to access:
[Government Commercial College: Log in to the site \(govcommercialcollege.co.uk\)](https://govcommercialcollege.co.uk)
- 11.7. In addition, a contract management toolkit is being developed, based on the modules and content in the Contract Management foundation course. This will include templates and resources and be available to officers on Staff Home in due course.

Appendix A: Roles and responsibilities matrix

Key:

D	Driver	Assists those who are responsible for a task.
R	Responsible	Assigned to complete the task or deliverable.
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.
S	Support	Provides support during activity/task.
C	Consult	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
I	Inform	Must be informed after a decision or action.

A: For Invitation to Quote (ITQ) exercises under £25,000 (excl VAT)

Toolkit steps	Activity	Role									
		Procurement Board	Procurement Manager	Procurement Officer	Buying Manager	Corporate Head of Service	Contract Manager	Finance	Legal	Relevant Cttee	
Pre-Procurement- steps prior to publishing the ITT											
Step 1: Steps prior to publishing the invitation to quote	Procurement strategy options appraisal/ research			S	R	A					
	Market engagement activity			S	R	A					
	Completion of ITQ template			S	R	A					
	Development of specification and requirements			S	R	A	S				
	Development of quality questions and quality assessment criteria			S	R	A	S				
	Development of pricing schedule			S	R	A	S				
	Development of evaluation criteria			S	R	A	S				
	Development of contract KPIs (if applicable)			S	R	A	S				
	Development of contract management requirements (if applicable)			S	R	A	S				
	Produce quote timetable			S	R	A					
	Engagement with Legal (only if not using standard T&Cs)			S	R	A				C	
	Produce draft contract or review of call-off contract (only if not using standard T&Cs)			S	R	A				R	
Publishing the ITT and Tendering Process											
Step 2: Publishing the invitation to quote	Set-up new QuickQuote on InTend			S	R	A					
	Upload document set			S	R	A					
	Publish opportunity to SESHared Services and Contracts Finder			S	R	A					
	Signpost interested parties as necessary			S	R	A					
	Management of correspondence and clarifications			S	R	A					
	Responding to clarifications			S	R	A					
	Opening Ceremony			S	R	A					
Evaluation - Evaluating responses											
Step 3: Evaluating responses and award of the tender	Completeness and compliance check			S	R	A					
	Suitability assessment			S	R	A					
	Quality evaluation			S	R	A	S				
	Pricing evaluation			S	R	A	S				
	Clarifications			S	R	A					
	Contract Award										
	Identification of succesful tenderer (calculation of overall scores)			S	R	A					
	Preparation of feedback			S	R	A					
	Preparation of Award Confirmation letters (post standstill as applicable)			S	R	A					
	Upload of letters			S	R	A					
Step 4: creating the contract record	Due diligence including check of accounts, insurances and references / clarifications/ supplier communications			S	R	A		S			
	Issuing Purchase Order				R	A		S			
Contract management framework	Creating the contract record on InTend			S	R	A					
	Contract mobilisation			S	S	A	R				
	Contract management				S	A	R			S	

B: For Invitation to Tender (ITT) exercises between £25,000-100,000 (excl VAT)

Toolkit steps	Activity	Role									
		Procurement Board	Procurement Manager	Procurement Officer	Buying Manager	Corporate Head of Service	Contract Manager	Finance	Legal	Relevant Cttee	
Pre-Procurement- steps prior to publishing the ITT											
Step 1: Steps prior to publishing the invitation to tender	Submission of Sourcing Plan			D	R	A					
	Confirmation of relevant Cttee approvals for total contract value and procurement route (>100K)			D	R	A		I	I	C	
	Allocation of Procurement and Legal resource	I	R	I	I	I				R	
	Procurement strategy options appraisal/ research			R	C	C				C	
	Market engagement activity			S	R	A					
	Completion of ITT template			S	R	A					
	Completion of Data Protection Impact Assessment and/or Equality Impact Assessment as necessary				R	A				S	
	Development of specification and requirements			S	R	A	S				
	Development of quality questions and quality assessment criteria			S	R	A	S				
	Development of pricing schedule			S	R	A	S				
	Development of social value assessment			S	R	A	S				
	Development of evaluation criteria			S	R	A	S				
	Development of contract KPIs			S	R	A	S				
	Development of contract management requirements			S	R	A	S				
	Produce tender timetable			S	R	A					
	Engagement with Legal			S	R	A				C	
	Produce draft contract or review of call-off contract			S	R	A				R	
Review of contract terms and relevant amendments where permissible			S	R	A				R		
Collation and formatting of tender pack			S	R	A						
Review and sign-off of tender pack		I	S	R	A				I		
Publishing the ITT and Tendering Process											
Step 2: Publishing the invitation to tender	Set-up new project on InTend			S	R	A					
	Upload document set			S	R	A					
	Publish opportunity to SEShared Services and Contracts Finder			S	R	A					
	Signpost interested parties as necessary			S	R	A					
	Management of clarifications			S	R	A					
	Responding to clarifications			S	R	A					
	Opening Ceremony			S	R	A					
Evaluation - Evaluating responses											
Step 3: Evaluating responses and award of the tender	Completeness and compliance check			S	R	A					
	Suitability assessment			S	R	A					
	Quality evaluation			S	R	A					
	Pricing evaluation			S	R	A					
	Interviews/ Presentation (if applicable)			S	R	A					
	Moderation meeting			S	R	A					
	Clarifications			S	R	A					
	Contract Award										
	Identification of succesful tenderer (calculation of overall scores)			S	R	A					
	Governance approvals as necessary			S	R	A					
	Preparation of feedback			S	R	A					
	Preparation of Award Decision Notification (ADN) letters			S	R	A					
	Upload of ADNs			S	R	A					
	Due diligence on succesful supplier - check of accounts, insurances and references as applicable			S	R	A		S			
	Preparation of Award Confirmation letters (post standstill as applicable)			S	R	A					
	Upload of Award Confirmation letters			S	R	A					
	Clarifications/ supplier communications			S	R	A					
	Production of contract			S		A				R	
	Sealing and signing contract					A				R	
Step 4:creating the contract record	Creating the contract record on InTend			S	R						
Contract management framework	Contract mobilisation			S	S	A	R				
	Contract management				S	A	R			S	

C: For Invitation to Tender (ITT) exercises above £100,000 (excl VAT)

		Role	Procurement Board	Procurement Manager	Procurement Officer	Buying Manager	Corporate Head of Service	Contract Manager	Finance	Legal	Relevant Cttee
Toolkit step	Activity										
Pre-Procurement- steps prior to publishing the ITT											
Step 1: Steps prior to publishing the invitation to tender	Submission of Sourcing Plan				D	R	A				
	Confirmation of relevant Cttee approvals for total contract value and procurement route (>100K)				D	R	A		I	I	C
	Allocation of Procurement and Legal resource	I	R	I	I	I				R	
	Procurement strategy options appraisal/ research		D	R	C	C				C	
	Market engagement activity		D	S	R	A					
	Completion of ITT template		D	R	S	A					
	Completion of Data Protection Impact Assessment and/or Equality Impact Assessment as necessary				R	A				S	
	Development of specification and requirements				S	R	A				
	Development of quality questions and quality assessment criteria				S	R	A				
	Development of pricing schedule				S	R	A				
	Development of social value assessment				S	R	A				
	Development of evaluation criteria				S	R	A				
	Development of contract KPIs				S	R	A				
	Development of contract management requirements				S	R	A				
	Produce tender timetable				R	S	A				
	Engagement with Legal				R	S	A			C	
	Produce draft contract or review of call-off contract				S	R	A			R	
	Review of contract terms and relevant amendments where permissible				S	R	A			R	
	Collation and formatting of tender pack		A	R	S						
	Review and sign-off of tender pack		I	S	R	A				I	
Publishing the ITT and Tendering Process											
Step 2: Publishing the invitation to tender	Set-up new project on InTend		A	R	I						
	Upload document set		A	R	I						
	Publish opportunity to SEShared Services and Contracts Finder		A	R	I	I				I	
	Signpost interested parties as necessary			S	R						
	Management of correspondence and clarifications		A	R	S						
	Providing responses to clarifications			S	R	A				S	
	Opening Ceremony		A	R	I	I				I	
Evaluation - Evaluating responses											
Step 3: Evaluating responses and award of the tender	Completeness and compliance check		A	R							
	Suitability assessment		A	R							
	Quality evaluation			S	R	A					
	Pricing evaluation			R	S	A					
	Interviews/ Presentation (if applicable)			S	R	A					
	Moderation meeting		A	R							
	Clarifications post tender submissions		A	R	R	I				I	
	Contract Award										
	Identification of succesful tenderer (calculation of overall scores)		A	R	R						
	Governance approvals as necessary			S	R	A					(C)
	Preparation of feedback			S	R						
	Preparation of Award Decision Notification (ADN) letters		A	R	S						
	Upload of ADNs		A	R	S						
	Due diligence on succesful supplier - check of accounts, insurances and references as applicable		A	R	S				S		
	Preparation of Award Confirmation letters (post standstill as applicable)		A	R	S						
	Upload of Award Confirmation letters		A	R	S						
	Clarifications/ supplier communications			R	S						
	Production of contract			S						R	
	Sealing and signing contract			S						R	
Step 4	Creating the contract record on InTend			S	R						
See Contract management	Issuing purchase order				R	A			S		
	Contract mobilisation			S	S	A	R				
	Contract management			S	A	R				S	

12. Officer code of conduct

12.1. This strategy and associated policies, the Council's Contract Standing Orders, the Procurement Toolkit and resources, and Contract Management Toolkit demonstrate the following core principles of the Corporate Governance Framework:

- A) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
- C) Defining outcomes in terms of sustainable economic, social, and environmental benefits.
- G) Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

12.2. The Council's code of conduct for officers and Anti-Fraud and Corruption Policy ensure appropriate standards and controls are in place to assure the public and stakeholders that all officers involved in the procurement of contracts or spend of funds act with proper integrity, fairness and impartiality:

- If an officer's work involves the awarding of contracts, the requirements of the Council's Financial Regulations and Contract Standing Orders must be read and understood. In addition, the relevant processes and procedures must be followed, as laid out in these documents and the relevant toolkits and resources. Failure to follow the correct procedures will be treated as a serious matter.
- Officers must exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors.
- If an officer is privy to confidential information on tenders or costs for either internal or external contractors, that information must not be disclosed to any unauthorised party or organisation.
- Officers must ensure that no special favour is shown to current or recent former staff or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity.
- All relationships of a business or private nature with external contractors, or potential contractors, must be made known to the Chief Executive. Orders and contracts must be awarded on merit, by fair competition against other tenders, and no special favour shall be shown to businesses run by, for example, friends, partners or relatives in the tendering process. No part of the local community shall be discriminated against.
- If an officer engages or supervises contractors, or has any other official relationship with contractors, or has previously had or currently has a relationship in a private or domestic capacity with contractors, that relationship must be declared to the Chief Executive.

12.3. If a conflict of interest exists or arises, this must be declared to the Chief Executive and appropriate actions taken to ensure fairness and impartiality remains during a procurement exercise.

13. Supplying to Runnymede Borough Council

- 13.1. The Council uses a supplier portal to advertise contract opportunities. This is used by a number of local authorities in Surrey and the South East. Interested suppliers are required to register on the portal online at [Welcome to the e-Sourcing portal | SE Shared Services](https://www.sesharedservices.org.uk/esourcing) (<https://www.sesharedservices.org.uk/esourcing>). As part of the registration process, suppliers select one or more business classifications that describe their organisation. When an opportunity is published, a business classification is selected by the Council and an email alert will be sent to all suppliers who have registered against the same classification.
- 13.2. Quote exercises and tender opportunities are published via the portal and if above the necessary value threshold, on the Government's [Contracts Finder](https://www.gov.uk/contracts-finder) (<https://www.gov.uk/contracts-finder>) and [Find-a-Tender Service](https://www.gov.uk/find-tender) (<https://www.gov.uk/find-tender>) websites. Suppliers are able to download the documentation including the specification, contract terms and conditions and requirements to review and submit a response and be considered for the contract.
- 13.3. Only submissions made by the deadline date and time and submitted by upload via the SE Shared Services portal will be accepted by the Council.

14. Supplier code of conduct for bidding for contracts

- 14.1. By bidding for a contract opportunity, suppliers agree to adhere to a code of conduct. This is documented by returning a completed and signed non-collusive tendering certificate as part of any tender submission.
- 14.2. Direct or indirect canvassing by any supplier concerning a published contract opportunity, or any attempt by a supplier or their advisors to influence the contract award process in any way may result in the disqualification of the supplier's submission. Specifically, suppliers shall not directly or indirectly at any time:
- devise or amend the content of their tender in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance.
 - enter into any agreement or arrangement with any other person as to the form or content of any other tender or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other Tender.
 - enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a tender.
 - canvass the authority or any employees or agents of the authority in relation to this procurement.
 - attempt to obtain information from any of the employees or agents of the authority or their advisors concerning another supplier or tender.
 - in connection with the award of the contract, commit an offence under the Bribery Act 2010 or give any fee or reward, the receipt of which is an offence under sub-section (2) of Section 117 of the Local Government Act 1972.
 - Suppliers are responsible for ensuring that no conflicts of interest exist between the suppliers and its advisors and the authority and its advisors.

15. Expectations of suppliers to support the aims of the Council

- 15.1. In tendering for contracts to deliver or provide goods, works or services, prospective suppliers should have due regard to the Council's Corporate Business Plan and associated strategies. These are available on the Council's website.
- 15.2. Contract specifications will highlight the relevant and specific strategic aims and objectives that the contract will deliver or support achievement of during the life of the contract. Performance measures that are proportional and relevant to the contract will be set.
- 15.3. Where relevant, appropriate and proportionate to the contract and decided on a case by case basis, the Council expects prospective suppliers to support the objectives and aims of the Corporate Business Plan. This will require potential suppliers to provide within their tender submission, how they propose to meet and demonstrate their commitment to the following, including but not limited to:

Reducing carbon emissions:

- Demonstrate commitment to climate change and carbon reduction in their own operations and supply chains to meet the Council's aim to be net zero by 2030.
- Minimise transport requirements associated with any contract through local sourcing and servicing, efficiency improvements or transport alternatives (such as using postal services, active transport or electric vehicles) to minimise air pollution and carbon impact of transport operations.
- Use and procure energy-efficient processes, products, buildings and services and source electricity from renewable energy sources, green energy tariffs and low carbon fuels.

Improving the natural environment:

- Avoid and minimise consumption and waste where products, packaging and assets can be easily reused, repurposed, repaired or recycled (removing single-use plastics, where there are suitable alternatives) without jeopardising the quality of products or services provided.
- Treat and manage waste following all legal requirements and industry best practice throughout the supply chain.
- Implement measures to eliminate the escape of pollutants and waste, including litter, associated with service delivery.
- Determine and minimise the risk of negative water impact, with particular focus on water use, waste water and discharges into the water system.

Supporting the local economy and economic development:

- Seeking to employ or sub-contract from within the Borough or local vicinity where appropriate and possible.

Supporting Local People and Empowering communities:

- Seeking to employ local young people in structured apprenticeship roles, to enable the young person(s) to gain relevant industry recognised skills, experience and qualifications.

- develop and implement sustainable joint working arrangements, or joint working initiatives with schools/colleges or other support agencies.
 - work jointly with community organisations within Runnymede that serve to provide support to vulnerable persons/groups, or services that provide support to disadvantaged groups in the local community and thereby encourage social inclusion.
- 15.4. Successful contractors will be expected to demonstrate and evidence the outcomes achieved to meet their proposals on a regular and frequent basis during the contract term, as outlined in the contract documentation.
- 15.5. Suppliers are expected to meet all performance measures which are built into the contract and will be required to evidence progress on their environmental and other commitments, which may include reporting on information from other parties in their supply chain (scope 3 emissions and material sources for example). If there is continued or significant failure to meet performance measures and sustainability obligations, remedial actions will be taken. This may include, but is not limited to, requests for approved carbon offset project payments, payment reductions, or lastly, contract termination.
- 15.6. In the unlikely event of any significant environmental incident in the supply chain, the supplier is obligated to inform the Council as soon as possible. If a supplier is responsible for significant environmental damage (such as a chemical spill or illegal dumping) due to negligence or disregard within their operations, the Council will take remedial actions and may seek remedies for incurred costs and retain the right to terminate the contract with the offending supplier if necessary.
- 15.7. Suppliers are encouraged to raise any environmental concerns, feedback or improvement opportunities they have identified with the Council. Where viable, the Council will seek to explore and action improvement opportunities with suppliers.



Procurement Policy – Social Value

The Public Services (Social Value) Act 2012 places a legal obligation on the Council to consider the opportunities to secure wider social, economic and environmental benefits within the services commissioned, in order to maximise the value of public money spent and benefit the community as a whole.

The key social value themes can broadly be assigned under three groups of benefits:

- Social – building cohesive, safe and healthy local communities.
- Economic – improving skills and employment and supporting innovation and sustainable growth of businesses.
- Environmental – tackling climate change and minimising harm to the environment.

The Council, through its Procurement Strategy, is committed to delivering social value when tendering an opportunity. A key objective is to increase the social value obtained from the procurement of goods, services and works and to contract with suppliers which can demonstrate their commitment to delivering social value.

The Public Services (Social Value) Act 2012 became operational in January 2013 outlining that public authorities are required to consider the following at the pre-procurement stage:

- how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- how, in conducting the process of procurement, it might act with a view to securing that improvement.

The Council's social value aims supports delivery of the Corporate Business Plan:

Corporate strategy: Economic Development

Social value aims:

- employment of local people
- employment of those most removed from the labour market
- employment of young people
- use of local supply chain where possible and appropriate

Corporate strategy: Climate Change and Enhancing our Environment

Social value aims:

- reducing the impact on the environment and climate change
- promoting positive environmental impacts
- promoting a sustainable supply chain

Corporate strategies: Empowering our communities and Health & Wellbeing

Social value aims:

- increased health and well-being for all
- supporting community projects
- supporting schools and life-long learning

Procurement Policy for delivering Social Value in the Borough

The overall approach to delivering Social Value through the Council's suppliers is to agree proportionate and relevant social value outcomes with suppliers during the procurement which are delivered through the contract. Social value can be achieved by three different, but complementary routes during a procurement process:

1. Social value can be prescribed in the contract as a performance obligation within the requirements/specification.
2. Suppliers can be asked to be innovative about how they might deliver additional social value through the contract, and their responses are assessed as part of the overall evaluation process.
3. Suppliers can be asked to calculate the total worth of social value commitments to be offered during the contract by using the LGA Social Value Calculator.

This policy should be read in conjunction with the Procurement Policy for Sustainable Procurement and Carbon Reduction which specifically addresses how contract delivery and the supply chain can support direct or indirect environmental outcomes and measures.

1. Social Value prescribed in the Contract as part of the Specification/ Requirements

Buying managers, in developing the requirements / specification for the contract, should consider the nature of the contract and the areas of potential social value (social, economic and environmental benefits). There may be obvious opportunity to build elements of social value into the specification and contract which is therefore prescribed to contractors – they must provide the social value as an outcome of the fulfilment of the contract.

Where the buying manager considers that specific additional social value obligations are appropriate and relevant then these should be included in the requirements / specification. It is important that these obligations support the Council's overall strategic priorities and are proportionate to the goods/services and/or works being delivered under the contract.

Example social value prescribed in specifications:

It is a requirement of this contract that the contractor provides a named Resident Liaison Officer to work in partnership with the Council, appropriate agencies and service delivery agents to deliver engagement activities at intervals throughout the project. As part of this engagement the Resident Liaison Officer will be expected to communicate relevant additional information (as agreed with the Contract Administrator) on at least an annual basis such as energy saving grant availability, boiler upgrade grant funding.

The contractor is required to source employed operatives and sub-contractors from the local area as far as practicable and provide evidence on request to demonstrate their commitment to employing local people and spending with local suppliers.

In delivering the service, suppliers must contribute to the Council's aim for all council operations to be net zero by 2030. Therefore the successful supplier will demonstrate their commitment to achieving net zero carbon emissions by using electric vehicles for all

deliveries and logistic systems to reduce the number of deliveries and the associated freight miles.

Examples of social value requirements are:

- a construction contract that includes the ability to target local recruitment and training for construction related skills;
- a construction contract that includes the requirement to offer an apprenticeship scheme to local young people;
- a catering contract which requires the use of seasonal, locally sourced ingredients
- a grounds maintenance contract requiring the use of local sub-contractors only.
- an office consumables contract requiring deliveries to be made using energy efficient vehicles.
- a social value levy that is applied to a relevant contract where the contractor pays the Council a % (e.g. 1-4% and proportionate to the contract) of all invoices which is ring-fenced for social, economic or environmental projects that deliver benefits and outcomes to the community (for example if the service is provided remotely and unlikely to provide social value directly in the Borough as a result).

Measurement of prescribed social value outcomes as part of the contract is via performance management of the contract by the contract manager. The measurement mechanism needs to be clear in the tender and contract documentation during the procurement exercise. As a minimum, annual reports (annually in March) on social value delivered during the contract should be prepared by the contractor, approved by the contract manager and submitted to the Corporate Procurement Team.

For example:

Evidence of employing local people and suppliers will be required on an annual basis as a report detailing posts advertised locally including where, success rate of recruitment, number of local people employed, number of local sub-contractors used, number of apprenticeships completed.

The Council will invoice the contractor on an annual basis for the sum of X% of all invoices submitted for the contract.

2. Assessment of social value commitment in quality evaluation of tenders

Tenderers are required to provide as part of their quality response, information to demonstrate their commitment to delivering social value outcomes when delivering the core requirements of the contract and / or as additional activity during the contract term.

A social value question should be incorporated into the Quality Questionnaire and could be:

Please describe your commitment to deliver social value during the contract term with specific proposals and measurables.

Please describe your Corporate Social Responsibility programme and how this can be leveraged to deliver social value in the Borough as part of the contract and as added value to the community.

Please describe how you will fulfil this contract in terms of constructing and operating your supply chain. This should include as a minimum: employment opportunities; education / training / apprenticeship opportunities within the supply chain

Further model questions are available [here](#) in the Government Commercial Function's Social Value Model.

Examples of social value demonstrated through tender responses could be:

- A painting and decorating company that tenders for a contract to redecorate the Civic Centre and offers to redecorate a youth club at nil cost as part of the company's Corporate Social Responsibility scheme;
- An office consumable company that plants a tree for every box of paper ordered;
- A consultancy company who offers to support a local project run by a voluntary organisation by providing bid writing skills workshops;
- A company that encourages staff members to volunteer in the local community and gives staff 1 day a year 'volunteer leave' states that they will publicise volunteering opportunities in the Borough.
- A company that recruits an apprentice to support delivery of the contract.

The question(s) should be used in the Quality Questionnaire or Method Statement questions with a weighting of no less than 5% of the total marks for Quality being assigned to social value. To note that for Central Government departments, it is a legal obligation to use a minimum weighting of 10% of the total score for social value in the procurement to ensure that it carries a heavy enough score to be a differentiating factor in bid evaluation; a higher weighting can be applied.

The method of scoring and evaluating responses to social value questions must be disclosed in the Invitation to Tender (ITT).

Example ratio weighting for bid evaluation:

Evaluation criteria	% weighting
Price	40
Quality	55
Social Value	5

Measurement of delivery of social value commitments made at time of tender.

Tenderers should clearly set out their intended measures for social value commitment in their tender submissions. The contract manager is responsible in following this up with the successful supplier and ensuring that the measurables are evidenced regularly and frequently during the contract term to ensure ongoing and sustained commitment to delivering social value. As a minimum, annual reports (annually in March) on social value

delivered during the contract should be prepared by the contractor, approved by the contract manager and submitted to the Corporate Procurement Team.

3. Assessment of social value commitment in terms of social value worth (£)

The Local Government Association (LGA) has developed the [Social Value Toolkit for District Councils](#) to enable local authorities to begin to obtain the benefits of social value through how they manage and deliver procurements. This has been further developed and published in 2017 as the National Social Value Measurement (National Themes, Outcomes and Measures (TOMs)) Framework, which aims to provide a minimum reporting standard for capturing and measuring social value.

The TOMs are structured around 5 Themes, 20 Outcomes and 48 Measures and **Appendix A** provides the overlay of RBC's Corporate Priorities and relevant TOMs. (This is available to download separately as a spreadsheet from Staff Home here [\[link to be inserted\]](#))

The LGA have gone further and assigned a 'proxy value' to each TOMs Measure that allows for the calculation of the value of the social value commitments that suppliers offer. Proxy values for commonly used and achievable outcomes set out in **Appendix B** are taken from the National TOMs calculator for 2022 available here [National TOMs - Social Value Portal](#)

For example:

Outcome	TOMs Ref	Measure	Social Value 'Proxy Value'	Supplier commitment submitted	Social Value Calculation using Proxy Values
More opportunities for disadvantaged people	NT4	No. FTE taken on who are not in employment, education or training (NEETs)	Per FTE: £15,382.90	2 FTE	2 FTE in this category =£30,765.80
Improved skills for local people	NT8	Local school and college visits to deliver careers talks	Per staff hours: £16.93	12 hours	12 hrs per annum in this category =£16.93 x 12 =£203.16 per annum

Therefore, in procurement exercises, suppliers can be asked to provide a breakdown of the commitments they will make against the relevant National TOMs and their social value calculated for evaluation.

In order to ensure that bidders are not simply putting in high social value offers to obtain good scores, bidders should also be required to submit evidence setting out how they will deliver the offer being made and in which year of the contract it will be delivered.

For larger value procurements of multi-year contracts (where total contract value is estimated to be over £500K) bidders should also be asked to submit a delivery plan to identify which elements of their social value offer will be delivered in each year of the contract.

Relevant evidence that would be required from the supplier to demonstrate delivery of each TOMs outcome is detailed in **Appendix C** below (most commonly used and achievable outcomes). A full list can be found in the National TOMs calculator for 2022 available here [National TOMs - Social Value Portal](#).

Evaluation of submitted Social Value offers

The total proxy value of a supplier's social value offer can be evaluated quantitatively in a similar way to the price evaluation:

Scoring methodology for Social Value Evaluation	% of social value weighting awarded	Calculated weighting (e.g. assuming 5% social value)
A = highest social value offer = Baseline	100%	5%
B = 2 nd highest (B/A) x 100	e.g. 80%	4%
C = 3 rd highest (C/A) x 100	e.g. 75%	3.75%

The written response to a social value question as part of the Quality Questionnaire will be evaluated using the scoring matrix published in the Invitation to Tender (ITT) documentation. It may be necessary to involve additional officers on the evaluation panel for social value questions (e.g. Climate Change Officer, Economic Development Officer) and this should be documented in the ITT guidance to be clear to all potential bidders at the outset of the procurement exercise.

Measurement of Social Value commitments made at time of tender.

Ongoing contract management is extremely important to ensure that the Council receives the benefits of social value it agreed when it accepted the offer from the supplier.

The contract manager is responsible in following up with the successful supplier to ensure that the social value commitments made are evidenced regularly and frequently during the contract term to ensure ongoing and sustained commitment to delivering social value. As a minimum, annual reports (annually in March) on social value delivered during the contract should be prepared by the contractor, approved by the contract manager and submitted to the Corporate Procurement Team.

For contracts over £500K, the Social Value Delivery Plan submitted at time of tender and forming part of the contract, should be a key document that the contract manager will use to track and monitor delivery of social value commitments over the term of the contract.

Corporate Strategy / TOMs Theme	Outcome/ relevant TOMs Outcome	Beneficiaries	Example Deliverables	Example Measures	Relevant TOMs Measures
Economic Development TOMs Theme: Promote Local Skills and Employment TOMs Theme: Growth: Supporting Growth of Responsible Business	Increased employment to local people TOMs Outcome: More local people in employment	Residents	Jobs Apprenticeships Work experience opportunities Training Taster days Use of local suppliers within supply chain Where subcontracting, doing so locally	Employment statistics Sub-contractor information including relevant employment statistics Training/ taster day initiatives and statistics	NT1 - No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract NT2 - No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain
	Increased employment to those most removed from the labour market TOMs Outcome: More opportunities for disadvantaged people	Those not in education, employment or training (NEET) Care Leavers People with mental health issues People with long term health issues People with disabilities Ex-military Ex-offenders Carers	Jobs Apprenticeships Work experience opportunities Training Taster days	Employment statistics Sub-contractor information including relevant employment statistics Training/ taster day initiatives and statistics	NT3 - No. of full time equivalent local employees (FTE) hired or retained on the contract who are long-term unemployed (unemployed for a year or longer) NT4 - No. of full time equivalent local employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs) NT5 - No. of full time equivalent local employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders. NT6 - No. of full time equivalent disabled local employees (FTE) hired or retained on the contract NT11 - No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance
	Increased employment to young people TOMs Outcome: Improved employability of young people	Those not in education, employment or training (NEET) Residents aged up to 25 years old	Jobs Apprenticeships Work experience opportunities Training Taster days	Employment statistics Sub-contractor information including relevant employment statistics Training/ taster day initiatives and statistics	NT8 - No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time) NT9 - No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years NT10 - No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation) NT11 - No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance NT12 - No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid) NT13 - Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)
	Increased use of local supply chain TOMs Outcome: More opportunities for local SMEs and VCSEs	Local businesses Residents employed by local businesses	Use of local suppliers within supply chain Where subcontracting, doing so locally	Finance report including suppliers used, invoice totals and postcode districts	NT14 - Total amount (£) spent with VCSEs within your supply chain NT15 - Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE) NT16 - Equipment or resources donated to VCSEs (£ equivalent value) NT17 - Number of voluntary hours donated to support VCSEs (excludes expert business advice) NT18 - Total amount (£) spent in LOCAL supply chain through the contract. NT19 - Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs)
Climate Change TOMs Themes: Environment Decarbonising and Safeguarding our World	Promoting a sustainable supply chain TOMs Outcome: Sustainable Procurement is promoted	Residents Local environment Local wildlife	Eliminating avoidable single use plastics Use of recycled/ refurbished goods in contract delivery Use of Fairtrade or Farm-assured alternatives Use of FSC wood products Use of locally sourced produce, reduce food waste	Stocktake and audit information of the supply chain	NT35 - Percentage of procurement contracts that includes sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce waste, and keep resources in circulation longer.)

	Reducing the impact on the environment and climate change TOMs Outcome: Carbon emissions are reduced; Air pollution is reduced; Safeguarding the natural environment; Circular economy solutions are promoted	Residents Local environment Local wildlife	Carbon Reduction Plan Use of alternative fuel fleet vehicles Use of energy efficient equipment, machinery Supply of energy efficient white goods Paper-free/ plastic-free office operations Use of recycled/ refurbished goods in contract delivery Promoting car sharing for travel to attend Contract Management meetings	Company ISO14001 certification Offsetting certification Planet Mark certification or equivalent Carbon emission data (Scope 1-3)	NT31 - Savings in CO2e emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark. NT32 - Car miles saved on the project (e.g. cycle to work programmes, public transport or car pooling programmes, etc.) NT33 - Car miles driven using low or no emission staff vehicles included on project as a result of a green transport programme NT88 - Reduce waste through reuse of products and materials
	Promoting positive environmental impacts TOMs Outcome: Better places to live	Residents Local environment Local wildlife	Design of sustainable schemes to maximise energy efficiency, capture and reuse Tree planting initiatives Support promotions of energy savings initiatives	Activity report of 'social value hours' provided Donations/ sponsorship evidence	NT86 - Volunteering time for environmental conservation & sustainable ecosystem management initiatives
Empowering our communities Health & Wellbeing TOMs Themes: Social Healthier, Safer and more Resilient Communities	Increased health and wellbeing for all TOMs Outcome: Creating a healthier community; Vulnerable people are helped to live independently; Ethical Procurement is promoted	Residents Vulnerable people Older people People at risk of lifestyle related ill health People living in isolation People at risk of unethical work practices	Organise/ sponsor activity events at our Day Centres Support charities who encourage and enable increased physical and mental wellbeing Modern slavery training provided, assessments and spot-checks of the supply chain	Activity report of 'social value hours' provided Donations/ sponsorship evidence	NT20 - Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses NT25 - Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc) NT26 - Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children. NT27 - Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs) NT43 - Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management)
	Supporting community projects TOMs Outcome: More Working with the Community	Residents Local voluntary and community organisations Local social enterprises	Providing professional expertise and advice to voluntary or community organisation Providing volunteers to deliver community projects Providing trades to deliver FM services at community hubs/ centres Providing donations to local voluntary and community organisations Use of local voluntary and community organisations or social enterprises in supply chain Provision of meeting space for local voluntary and community organisations	Activity report of 'social value hours' provided Donations/ sponsorship evidence	NT28 - Donations or in-kind contributions to local community projects (£ & materials) NT29 - No. of hours volunteering time provided to support local community projects NT30 - Support provided to help local community draw up their own Community Charter or Stakeholder Plan
	Supporting schools and life-long learning TOMs Outcome: Improved employability of young people	Children and young people Families Local businesses Residents	Engagement activity with local schools e.g. career talks Providing work placements/ work experience opportunities Donating useful unwanted goods/ equipment to schools	Activity report of 'social value hours' provided	NT11 - No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance NT12 - No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid) NT13 - Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)

Ref	Social Value Measure	Unit	Proxy value ¹
NT1	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	no. people FTE	£36,627.00
NT2	No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain	no. people FTE	Record only
NT3	No. of full time equivalent local employees (FTE) hired or retained on the contract who are long-term unemployed (unemployed for a year or longer)	no. people FTE	£20,429.00
NT4	No. of full time equivalent local employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs)	no. people FTE	£15,382.90
NT5	No. of full time equivalent local employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.	no. people FTE	£24,269.00
NT6	No. of full time equivalent disabled local employees (FTE) hired or retained on the contract	no. people FTE	£16,605.00
NT8	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours	£16.93
NT9	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years	no.weeks	£317.82
NT10	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	no.weeks	£251.79
NT11	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs*no. attendees	£105.58
NT12	No. of weeks spent on meaningful work placements or preemployment course; 1-6 weeks student placements (unpaid)	no.weeks	£194.50
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no.weeks	£194.50
NT14	Total amount (£) spent with VCSEs within your supply chain	£	£0.12
NT15	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£101.00
NT16	Equipment or resources donated to VCSEs (£ equivalent value)	£	£1.00
NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.93
NT18	Total amount (£) spent in LOCAL supply chain through the contract.	£	£1.16
NT19	Total amount (£) spent through contract with local micro, small and medium enterprises (MSMEs)	£	£1.16

Ref	Social Value Measure	Unit	Proxy value
NT20	Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses	no. hrs*no. attendees	£95.95
NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs*no. attendees	£101.00
NT22	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists	% of contracts	Record only
NT23	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	% of contracts	Record only
NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)	£ invested including staff time	£1.00
NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc)	£ invested including staff time	£1.00
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.	£ invested including staff time	£1.00
NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£1.00
NT28	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00
NT29	No hours volunteering time provided to support local community projects	no. staff volunteering hours	£16.93
NT31	Savings in CO2e emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark.	Tonnes CO2e	£244.63
NT32	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	Miles saved	£0.06
NT43	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management)	£ invested including staff time	£1.00
NT82	Carbon emissions reductions through reduced energy use and energy efficiency measures - on site	Tonnes CO2e	£244.63
NT86	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	No. staff volunteering hours	£16.93
NT88	Reduce waste through reuse of products and materials	Tonnes	£96.70

¹ [National TOMs - Social Value Portal](#)

Appendix C: Evidence to be provided by suppliers to demonstrate delivery for each TOMs outcome (National TOMs 2022)¹

Ref	Measures - Proposed Minimum Requirements	Evidence
NT1	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.	Specify the number of qualifying employees directly employed on the contract For each qualifying employee, specify: 1.) the duration of employment; 2.) the employment status (e.g. full time or part time); 3.) the Full-Time Equivalent (FTE); 4.) the first half of their home postcode (i.e. the postcode district). For example, Employee 1: 6 months; full-time; 0.5 FTE; SE1. Information provided should be made compliant with data protection requirements (GDPR).
NT2	% of local people employed on contract (FTE)	Specify the total number of people employed on this contract and the total number of local people employed on this contract. Information provided should be made compliant with data protection requirements (GDPR).
NT3	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	Specify the number of qualifying employees on this contract. For each qualifying employee, specify: 1.) the duration of employment; 2.) the employment status; 3.) the Full-Time Equivalent (FTE); 4.) that this is the first employment experience after having been long-term unemployed; 5.) how long they were unemployed for before the start of the employment contract. For example, Employee 1: 1 year; full-time; 1 FTE; this is the first employment experience after 14 months of unemployment. Provide details of any organisation partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT4	No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)	Specify the number of qualifying employees on this contract. For each qualifying employee, specify: 1.) the duration of employment; 2.) the employment status; 3.) the Full-Time Equivalent (FTE); 4.) whether this is the first employment experience after having been NEET. For example, Employee 1: 3 months; full-time; 0.25 FTE; this is the first employment experience after being NEET. Provide details of any organisation partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT5	No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	Specify the number of qualifying employees on this contract. For each qualifying employee, specify: 1.) the duration of employment; 2.) the employment status; 3.) the Full-Time Equivalent (FTE); 4.) that they were an 18+ year old rehabilitating or ex-offender before the start of the employment contract; that this is the first employment experience as an ex-offender. For example, Employee 1: 3 months; full-time; 0.25 FTE; was a 29 year old rehabilitating or ex-offender before the start of the employment contract; this is the first employment experience. Provide details of any organisation partnered with Information provided should be made compliant with data protection requirements (GDPR).
NT6	No. of jobs (FTE) created for people with disabilities	Specify the number of qualifying employees on this contract. For each qualifying employee, specify: 1.) the duration of employment; 2.) the employment status; 3.) the Full-Time Equivalent (FTE). For example, Employee 1: 3 months; full-time; 0.25 FTE. Provide details of any organisation partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT7	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance - (over 24 y.o.)	Specify number of sessions, and for each session the duration, number of staff providing unemployment support and unemployed people supported. Describe the activity/activities delivered and provide details of any organisation partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT8	Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)	Provide the names of the schools/colleges visited and a breakdown of the number of staff hours spent on each visit (including time spent preparing and then delivering the session). For example, if 10 staff have spent 3 hours each on a visit, then the total number of hours reported for that visit should be 30. Describe the visits and the activities delivered and provide any supporting information, e.g. a confirmation from the school/college after the visit. Information provided should be made compliant with data protection requirements (GDPR).
NT9	No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	Specify the number of people in vocational qualification training on this contract and the number of weeks of training per person. Provide details of the accredited training provider, the type and the level of the outcomes achieved as well as the resulting training qualification. Information provided should be made compliant with data protection requirements (GDPR). Provide information on the number of weeks provided by level of qualification.
NT10	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	Specify the number of people on apprenticeships on this contract and the number of apprenticeship weeks per person. Provide details of the accredited training provider, the type and the level of the apprenticeship achieved, as well as the resulting qualification. Information provided should be made compliant with data protection requirements (GDPR). Provide information on the number of weeks provided by level of qualification. If an apprenticeship has been part financed through the apprenticeship levy attribution has to be applied, to account for reduced costs of provision for the apprenticeship provider.
NT11	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	Specify number of sessions, and for each session the duration, number of staff providing unemployment support and unemployed people supported. Describe the activity/activities delivered and provide details of any organisation partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	Specify the number of people in student work placements or pre-employment courses on this contract, and for each person specify: the duration in weeks and type of the work placement or pre-employment course. Describe the industry-based experience gained and provide details of the school, college or university partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	Specify the number of people in work placements, and for each person specify the following: the duration in weeks and type (including pay type, i.e. minimum wage, national living wage, higher wage) of the work placement. Describe the industry-based experience gained and provide details of any organisations, schools, colleges or universities that you have partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT14	Total amount (£) spent with VCSEs within your supply chain	Provide a breakdown of pounds spent with VCSEs within your supply chain on this contract, including the name of the VCSEs and the type of goods/services procured from each .
NT15	Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)	Provide a breakdown of staff hours spent providing expert advice to VCSEs/MSMEs. Provide the details of the VCSEs/MSMEs you have supported. Specify the number of staff hours spent for each VCSE/MSME, the type of expert advice given as well as the qualification/role of the person delivering this advice. Information provided should be made compliant with data protection requirements (GDPR).
NT16	Equipment or resources donated to VCSEs (£ equivalent value)	Provide a breakdown of the equivalent value of resources and/or equipment donated to each VCSE, including evidence of the donations and the names of the VCSEs supported.
NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	Specify the name of the VCSEs supported, the volunteering activities delivered and their intended purposes. Provide a breakdown of staff volunteering hours delivered to VCSEs. Information provided should be made compliant with General Data Protection Regulation (GDPR).
NT18	Total amount (£) spent in LOCAL supply chain through the contract.	Provide a breakdown of: £ spent, name of organisation in your local supply chain, company size (micro, small, medium), industry or goods/service produced, first three digit of their postcode and distance from project location.
NT19	Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs)	Provide a breakdown of: £ spent, name of organisation in your local supply chain, company size (micro, small, medium), industry or goods/service produced, first three digit of their postcode and distance from project location.
NT20	Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses	Please provide a description of the wellbeing programme you have delivered and the number of people on the contract that had access to that. Provide evidence for all of the following for the contract context: employment contract based flexible working time arrangements; access to healthy nutrition options and physical health programmes; if available provide information on use rate of healthy nutrition options and physical health programmes. Information on physical health programmes can include the structure of health and wellbeing support and advice; evidence on and structure of health risk appraisal questionnaire; access to health and wellbeing resources (health improvement web portal; information on use of wellness literature; availability and times of seminars and workshops focused on identified wellness issues). If you are partnering with any specialist organisation, please provide details.

Appendix C: Evidence to be provided by suppliers to demonstrate delivery for each TOMs outcome (National TOMs 2022)¹

NT21	Diversity training provided for contractors and subcontractors	Provide a breakdown of staff hours spent providing equality, diversity and inclusion training to directly employed staff and supply chain organisations on this contract, including the number of people involved in the training. Describe the objectives of the training session(s) and how progress towards these objectives will be monitored over the course of the contract. Information provided should be made compliant with General Data Protection Regulations (GDPR). If you are partnering with any specialist organisation, please provide details.
NT43	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management)	Describe delivered relevant initiatives, and for each initiative provide a breakdown of the costs. Provide detail of the number of organisations in the supply chain for the contract involved.
NT23	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	Specify the total number of procurement contracts on this contract and the total number of contracts that include commitments to deliver social value on this contract. Explain how you have monitored and measured social value delivered through the supply chain on this contract, including how you have engaged with your supply chain to promote social value.
NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)	Provide a breakdown of pounds invested in initiatives aimed at reducing crime (including number of staff hours valued at £16.93 per hour - i.e. the general value for volunteering (NT17)). Describe what type of crime you have aimed to reduce, including how and where you have done so. Provide details of any organisations you have partnered with. Where an additional multiplier has been added at measurement as a result of specific impact assessments for the initiatives reported (e.g. SROI), the reports for each assessment should be provided. There is an expectation for independently assured and audited reports to be provided. Information provided should be made compliant with data protection requirements (GDPR).
NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc)	Provide a breakdown of pounds invested in initiatives aimed at tackling homelessness (including number of staff hours valued at £16.93 per hour - i.e. the general value for volunteering (NT17), and of any organisations you have partnered with. Describe how you have worked to tackle homelessness, including how and where you have aimed to do so. Where an additional multiplier has been added at measurement as a result of specific impact assessments for the initiatives reported (e.g. SROI), the reports for each assessment should be provided. There is an expectation for independently assured and audited reports to be provided. Information provided should be made compliant with data protection requirements (GDPR).
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.	Provide a breakdown of the amount (£) to be invested in initiatives aimed at improving health and/or wellbeing in the community (including number of staff hours valued at £16.93 per hour - i.e. the general value for volunteering (NT17)). Describe the type of health and/or wellbeing issues you have addressed, including how and where you have done so. Provide details of your initiatives and any organisations you have partnered with. Where an additional multiplier has been added at measurement because of specific impact assessments for the initiatives reported (e.g. SROI), the reports for each assessment should be provided. There is an expectation for independently assured and audited reports to be provided. Information provided should be made compliant with data protection requirements (GDPR).
NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	Provide a breakdown of £ value (including number of staff hours valued at £16.93 per hour - i.e. the general value for volunteering (NT17)) invested in initiatives aimed at supporting older, disabled and vulnerable people to build stronger community networks. Describe the groups you have supported and the activities you have delivered, including how and where you have done so. Provide details of any organisations you have partnered with. Where an additional multiplier has been added at measurement as a result of specific impact assessments for the initiatives reported (e.g. SROI), the reports for each assessment should be provided. There is an expectation for independently assured and audited reports to be provided. Information provided should be made compliant with data protection requirements (GDPR).
NT28	Donations or in-kind contributions to local community projects (£ & materials)	Provide a breakdown of the pound equivalent value of donations and/or in-kind contributions donated to local community projects. Describe the local community projects you have supported. Provide details of any organisations you have partnered with. Where an additional multiplier has been added at measurement as a result of specific impact assessments for the initiatives reported (e.g. SROI), the reports for each assessment should be provided. There is an expectation for independently assured and audited reports to be provided. Information provided should be made compliant with General Data Protection Regulations (GDPR).
NT29	No hours volunteering time provided to support local community projects	Describe the volunteering activity/activities you have delivered and the local community projects you have supported. Provide details of any organisations you have partnered with. Provide a breakdown of staff volunteering hours delivered to local community projects. Only regular work hours and paid overtime hours can be counted as volunteering hours. Information provided should be made compliant with data protection requirements (GDPR).
NT30	Support provided to help local community draw up their own Community Charter or Stakeholder Plan	Provide a breakdown of pounds invested to help the local community draw up their own Community Charter or Stakeholder Plan (including number of staff hours valued at £16.93 per hour - i.e. the general value for volunteering (NT17)). Provide a copy of the Community Charter or the Stakeholder Plan and details of any organisations you have partnered with. Information provided should be made compliant with data protection requirements (GDPR).
NT31	Savings in CO2 emissions on contract not from transport (specify how these are to be achieved).	Carbon reductions should be evidenced through an independent and verifiable process (e.g. Planet Mark Certification or equivalent). There is an expectation for independently assured and audited reports to be provided. Specify and evidence the pre-existing baseline level and year that have been used to measure savings/reductions and the total emissions generated as a result of reduction efforts, as well as the relevant emission reduction policy (e.g. net zero by 2050 or earlier). Include any relevant information on how the targeted or realised reductions relate to this emission reduction policy or net zero targets.
NT32	Car miles saved on the project (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	Provide details of the corporate green transport programme implemented to reduce passenger car miles driven, including a breakdown of the number of car miles saved and how they have been saved. Specify the baseline that is used (i.e. car miles driven before a programme was put in place to reduce car miles driven) and full methodology of calculation.
NT33	Number of low or no emission staff vehicles included on project (miles driven)	Fleet report and mileage log. There is an expectation for independently assured and audited reports to be provided.
NT82	Carbon emissions reductions through reduced energy use and energy efficiency measures - on site	Specify and evidence the pre-existing baseline level and year that have been used to measure savings/reductions and the total emissions generated as a result of reduction efforts, as well as the relevant emission reduction policy (e.g. net zero by 2050 or earlier). Include any relevant information on how the targeted or realised reductions relate to this emission reduction policy or net zero targets. Provide a breakdown of your CO2e emissions reductions related to energy savings. Give details of the specific intervention that was undertaken to reduce the energy consumption.
NT86	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	For each initiative or project supported, provide a breakdown of volunteering and staff time invested. Only volunteering hours spent during work hours or paid overtime hours can be counted.
NT35	Percentage of procurement contracts that includes sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	Specify the total number of procurement contracts on the contract and the total number of contracts that have included sustainable procurement commitments on the contract. Provide a copy of your sustainable procurement policy or equivalent statement.
NT88	Reduce waste through reuse of products and materials	Report the total amount of reduced waste achieved on the contract through reuse of material. Provide information on the nature of the reused material to evidence the nature of circular economy initiative

¹ [National TOMs - Social Value Portal](#)

Procurement Policy – Sustainable Procurement and Carbon Reduction

Sustainable Procurement

Runnymede Borough Council's [Climate Change Strategy](#) is the roadmap to reducing carbon emissions in line with the Government's Net Zero targets. The strategy draws together several years of work and research and outlines the steps that will be taken to mitigate and adapt to the impacts of climate change.

The objectives that have come out of this strategy are most notably to reduce Carbon emissions from Council operations to Net Zero by 2030, but also to positively influence our environment by embedding climate change avoidance and mitigation, and to promote sustainability and conservation of biodiversity in all Council decisions and actions.

The Council frequently procures goods, works and services – annual spend for this is in excess of £20 million to support effective delivery of our Corporate Business Plan and statutory and discretionary services. Procurement processes and the contracts that are put in place as a result need to account for and where possible, lessen our carbon emissions and wider environmental footprint.

Emissions from goods, works and services procured by the Council form part of the indirect “Scope 3” emissions. Scope 3 emissions are estimated to account for up to 90% of total emissions accounted to local government¹. Therefore, in order to achieve higher standards of environmental sustainability we need to ensure that suppliers of our goods, works and services are also contributing towards our environmental goals.

Environmentally sustainable procurement is the commissioning, purchase and management of goods, works and services in a way that reduces or negates negative environmental impacts within the supply chain. This policy considers four interconnected focus areas of environmentally sustainable procurement:

- Climate change mitigation and adaptation,
- Prevention of pollution,
- Sustainable resource use and consumption, and
- Protection and restoration of biodiversity.

As a result of this policy, environmental considerations will be built into the procurement and delivery of goods, works and services through specifications, tender questions, evaluation criteria, key performance indicators and clauses of contracts.

¹ [LGA](#), [Carbon Trust](#) and [LGA \(Cambridgeshire\)](#)

Carbon reduction in the supply chain

[Procurement Policy Note 06/21: Taking account of Carbon Reduction Plans in the procurement of major government contracts - GOV.UK \(www.gov.uk\)](#)

One specific aspect of Sustainable Procurement is to address the actions required as a result of the Cabinet Office's Procurement Policy Note PPN06/21 issued in June 2021.

PPN 06/21 requires mandatory implementation for contracts with an annual value above £5million. During the procurement exercise and throughout the life of the contract, suppliers need to have in place a Carbon Reduction Plan and demonstrate progress towards Net Zero by 2050.

Below this value, it is advised as best practice to address carbon reduction for contracts where environmental considerations and carbon reduction will be a factor. This may include, but is not limited to:

- contracts which have a direct impact on the environment in the delivery of the contract.
- contracts which require the use of buildings by staff engaged in the delivery of the contract.
- contracts which require the transportation of goods or people used in the delivery of the contract.
- contracts which require the use of natural resources in the delivery of the contract.

The above sets out the types of contracts that are most likely to deliver sustainable outcomes and to which this policy will apply. The policy covers the Council's expectations of prospective suppliers in procurement activities including commissioning, procurement and contract management.

Together, sustainable procurement and carbon reduction in our supply chain will significantly support achievement of the Climate Change Strategy and in particular, the aim for the Council's operations to be net zero by 2030. In addition, the following strategic aims will also be supported:

Corporate strategy: Climate Change

- to deliver Carbon Net Zero for Council operations by 2030.
- to drive biodiversity net gain and protect our natural assets.
- to support and encourage the private sector and green technology innovation within the Borough.
- to promote the principles of the circular economy (take, make, use, repair, reuse).

Corporate strategy: Economic Development

- develop a low carbon economy by acting ourselves and encouraging others to do so.
- investing in sustainable infrastructure.

Policy Aims

This policy aims to minimise negative and promote positive environmental impacts, where possible, within the supply chain. This will be done by:

- Engaging with the market to identify opportunities and encourage innovative solutions;
- Evaluating environmental implications in relation to Council targets concerned with commissioning, design and procurement processes including qualification and evaluation of bidders;
- Building environmental commitments and targets into relevant supplier contracts, these may include carbon focused outcomes that align with the Council's carbon emission targets for example;
- Monitoring and measuring supplier performance against contractual environmental commitments; and
- Seeking opportunities for continuous improvement with suppliers throughout the life cycle of the contract.

This policy is one of a series of Council procurement policies and is complementary to social value and addressing modern slavery. All adopted procurement policies must be considered when procuring goods, works and services.

Supplier expectations

Where relevant and appropriate to the contract and decided on a case by case basis, the Council expects prospective suppliers to:

Carbon reduction

- Provide requested information and details of environmental impacts (including for in-scope suppliers, carbon emissions under scopes 1 and 2 with estimations on emissions from scope 3 activities), compliance with corporate commitments and plans for improvement during the procurement process;
- Meet requirements for environmental impact improvement, monitoring and reporting (for example relating to carbon emission reduction) which have been built into the specification of contracts, where appropriate, and measure and report on these requirements throughout the contract lifetime, taking corrective and remedial actions if necessary;
- Commit to mitigating impacts on climate change throughout operations through carbon reduction initiatives as well as through the encouragement and support of this practice throughout their own supply chains;

- Minimise the transport requirements associated with any contract through local sourcing and servicing, efficiency improvements or transport alternatives (such as using postal services, active transport or electric vehicles) to minimise air pollution and carbon impact of transport operations;

Climate change mitigation and adaptation

- Use and procure energy-efficient processes, products, buildings and services and source electricity from renewable energy sources, green energy tariffs and low carbon fuels where feasible;
- Ensure that goods, works and services take into account changing weather impacts as a result of climate change (such as severe storms, heat waves and flooding) so that they are well adapted and resilient in the longer term;

Prevention of pollution

- Avoid and minimise consumption and waste through smart design and innovation where products, packaging and assets can be feasibly reused, repurposed, repaired or recycled (removing single-use plastics, where there are suitable alternatives) without jeopardising the quality of products or services provided;
- Treat and manage waste following all legal requirements and industry best practice throughout the supply chain;
- Implement measures to eliminate the escape of pollutants and waste, including litter, associated with service delivery;
- Determine and minimise the risk of negative water impact, with particular focus on water use, waste water and discharges into the water system;

Sustainable resource use and consumption

- Adopt and promote circular economy principles throughout product life cycles with consideration given to making and using products made from non-virgin, repurposed and local materials (where feasible and viable);
- Make, use and promote products made from natural, biodegradable and renewable materials where appropriate and avoid the use of toxic chemicals and products that are not cruelty-free;
- Where possible and appropriate, avoid the use of materials which are scarce or at risk of becoming so (such as rare earth elements²) and find sustainable alternatives;

² [Rare Earths Statistics and Information | U.S. Geological Survey \(usgs.gov\)](https://www.usgs.gov/data-reports/earth-facts-and-figures/rare-earth-elements)

Protection and restoration of biodiversity

- Avoid and minimise the use of products, chemicals and materials that cause habitat destruction and degradation (such as deforestation for palm oil), demonstrating industry certifications where appropriate;
- Commit to remove adverse effects on biodiversity and natural habitats, avoiding damage and achieving measurable, long-term and secured biodiversity net gain and restoring natural capital, when possible;
- Support and promote use of products, materials and services that protect and enhance native biodiversity;
- Source sustainable, organic and local food and drink, avoiding unsustainable fishing and farming practices, in relevant catering contracts;

Cross-cutting requirements

- Declare any related organisational Environment Agency enforcement actions, or actions taken by similar bodies, within the previous 3 years as a result of environmental incidents or breaches in environmental permits and any associated remedial actions;
- Increase organisational understanding of the importance of the protection of the environment and need for approaches to minimise negative impacts through staff training and, where appropriate, supplier training;
- Continue to explore innovative solutions to reduce or negate environmental damage as well as promote environmental improvements during the lifetime of contracts; and
- Seek opportunities to work with the Council to improve mitigation efforts relating to reducing environmental impacts.

Procurement framework: Carbon Reduction in the Supply Chain

For Contracts with an annual contract value over £5million:

As part of assessing a supplier's technical and professional ability in the **Suitability Assessment Form**, a requirement for bidding suppliers to provide a Carbon Reduction Plan (using the Cabinet Office's template at [Annex A: Cabinet Office's template Carbon Reduction Plan](#)) confirming the supplier's commitment to achieving Net Zero by 2050 in the UK should be added as a **Pass/Fail selection criterion in Part 3: Selection Questions and Section 8: Additional Questions**.

The Carbon Reduction Plan should set out the environmental management measures that the supplier and their supply chain have in place and which will be in effect and utilised during the performance of the contract.

ISO 14001 Environmental Management is an internationally recognised certification that demonstrates that a company is environmentally aware and taking its responsibilities seriously. Companies with the certification must have an Environmental Policy published which will contain targets for environmental sustainability.

In addition, in **Section 8.3: Certification and Accreditation, suppliers must hold ISO14001 certification or equivalent. This can be set as Pass/Fail selection criteria.**

For contracts with an annual contract value under £5million:

For contracts with an annual contract value under £5million that have environmental considerations and carbon reduction is a factor, it is recommended that one of the following model Quality Questions or development of a bespoke Carbon Reduction Question should be used as part of the **Quality Questionnaire with appropriate weighting**. Please discuss with Corporate Procurement and/or the Climate Change Officer.

Generic

Please describe your activity and plans to reduce carbon footprint in your operations and delivery of the contract. Give examples of how you have successfully reduced your carbon footprint in the past and how you can demonstrate your ongoing commitment to reducing your impact on climate change.

Please describe how you analyse, monitor and report your carbon emissions.

Transport or fleet-related

Please describe how you will reduce your carbon footprint in your fleet operations and provide your plan and timescales for phasing out combustion engines and electrifying your fleet.

Detail how you will minimise vehicle mileage within the delivery of the contract.

Provide a green travel plan applicable to vehicles being used to deliver the works, goods or services within the contract. This should detail your decision making process for whether vehicle procurement is needed and when and how vehicles are selected and used efficiently.

Carbon miles

Please describe steps taken to reduce the carbon miles associated with your product/service/works. How do you intend to minimise the carbon miles associated with deliveries to the civic centre/ satellite office/ other location [amend as appropriate]?

Consumables / perishables

Please describe steps taken to reduce the carbon miles associated with the supply and delivery of the consumables/perishables required under the contract. What measures have you put in place to 'buy/supply local' where possible? How do you intend to minimise the carbon miles associated with deliveries to the civic centre/ satellite office/ other location [amend as appropriate]?

Procurement framework: Sustainable Procurement

The overall approach to delivering Sustainable Procurement through the Council's suppliers is to agree proportionate and relevant outcomes with suppliers during the procurement which are delivered through the contract.

Specific sustainability measures prescribed in the contract as part of the specification / requirements

Buying managers, in developing the requirements/specification for the contract, should consider the nature of the contract and relevant measures of sustainability. There may be obvious opportunity to build elements of environmental sustainability and stewardship into the specification and contract which is therefore prescribed to contractors – they must provide the social value as an outcome of the fulfilment of the contract.

Where the Buying manager considers that specific sustainability obligations are appropriate and relevant then these should be included in the requirements/specification. It is important that these obligations support the Council's overall strategic priorities and are proportionate to the goods/services and/or works being delivered under the contract.

Example measures prescribed in specifications:

Timber must be 100% sustainably sourced, using Forest Stewardship Council certification.

Avoidable single-use plastics shall not be used during the delivery of services.

Peat-free compost must be used for all planting activity.

All products, services and works procured for Parks and Open Spaces must comply with the latest version of the Horticultural Code of Practice covering invasive non-native plants.

Plant based and dietary and culturally specific menus shall be offered e.g. include Meat Free Mondays.

Central government are required to use Government Buying Standards (GBS) in technical specifications. The various GBS provide a useful source of information and specifications for local government. They also provide sustainability specifications for commonly procured products and services. They apply at 'mandatory' or 'best practice' levels.

[Sustainable procurement: the Government Buying Standards \(GBS\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/buying-standards)

Assessment of sustainable procurement commitment in quality evaluation of tenders

Tenderers are required to provide as part of their Quality response, information to demonstrate their commitment to delivering sustainable outcomes when delivering the core requirements of the contract and/or as additional activity during the contract term.

Example Quality Questions that could be included and are weighted and scored as part of tender evaluation:

Waste:

Describe how you will prioritise reusable packaging within the contract. Detail whether packaging and labelling will be easily separated into single-material parts. It should be noted whether any cardboard packaging used will consist of more than 80% recycled material.

Describe how you will prioritise reuse, repairability and recyclability of the products supplied within the contract.

Detail where recycled paper will be used in the delivery of the contract, noting any exceptions.

Describe how you will reduce waste and water usage whilst delivering activities within the contract.

Indicate how you will minimise single use plastics and waste (in particular plastics, food and textiles) associated with the contract.

Ecology and pollution

Describe how you will reduce pesticide use and consider alternative methods of management within the contract.

Outline your plan to phase out peat as a soil improver within the contract.

Energy efficient equipment

Describe how you will aim to provide energy efficient equipment as deliverables or to provide a service within the contract. The aim should be at least D rated using the new energy ratings which before 2021 was A+ rated for efficiency.

Energy efficient buildings

For new buildings: Describe how the building has been designed to be capable of delivering zero carbon heat and power and resilient to expected changes in climate during the lifetime of the building.

For refurbishments: Describe how the refurbishment will support the Council's aim to be carbon net zero by 2030 by delivering zero carbon heat and power and resilience to expected changes in climate during the lifetime of the building.

Show evidence of life cycle thinking for the selection of materials and equipment used or provided within the contract.

Further examples of measures prescribed in specifications and model questions for suppliers can be found in [LGA's Sustainable Procurement toolkit](#)

Annex A: Cabinet Office's template Carbon Reduction Plan

Carbon Reduction Plan Template

Supplier name:

Publication date:

Commitment to achieving Net Zero

[Supplier name] is committed to achieving Net Zero emissions by 20XX.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

[Instructions to Suppliers:

Please provide details of your organisation's baseline emissions below. If your organisation has not previously assessed or reported emissions, please detail this below and use your first reporting period as your Baseline.]

Baseline Year: 20XX

Additional Details relating to the Baseline Emissions calculations.

[Instructions to Suppliers:

Add commentary regarding your Baseline Emissions as required: e.g. historic baseline which deviates from the requirements under this measure (e.g. no prior Scope 3 emissions reporting), where there is no previous reporting and the creation of a new baseline due to substantial organisational change or restructuring]

Baseline year emissions:	
EMISSIONS	TOTAL (tCO₂e)
Scope 1	XX
Scope 2	XX
Scope 3 (Included Sources)	XX
Total Emissions	XX

Current Emissions Reporting

Reporting Year: 20XX	
EMISSIONS	TOTAL (tCO₂e)
Scope 1	XX
Scope 2	XX
Scope 3 (Included Sources)	XX
Total Emissions	XX

Emissions reduction targets

[Instructions to Suppliers:

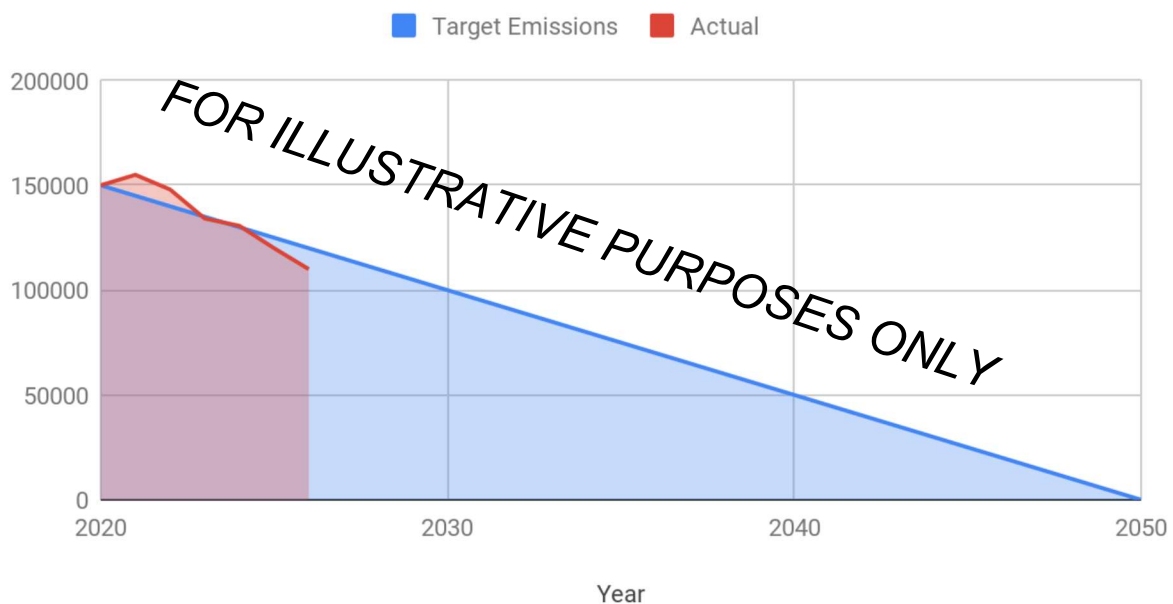
If existing emissions reduction targets are in place for your organisation, please provide details below. If you have no previous emissions reduction commitment, or if this is your organisation's first carbon footprint, please provide targets for your organisation]

In order to continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets.

We project that carbon emissions will decrease over the next five years to **XX** tCO₂e by 20**XX**. This is a reduction of **XX**%

Progress against these targets can be seen in the graph below:

Carbon Reduction: Projected vs. Actual



Carbon Reduction Projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects have been completed or implemented since the 20**XX** baseline. The carbon emission reduction achieved by these schemes equate to **XX** tCO₂e, a **XX**%ge reduction against the 20**XX** baseline and the measures will be in effect when performing the contract

[Instructions to Suppliers:

Briefly provide details of some of your completed carbon reduction projects. This is for information only. This may include environmental management measures such as certification schemes like ISO14001 or PAS 2060, signing up to SBTi or specific measures you have taken such as; the adoption of LED/PIR lighting controls, changes to policy resulting in a reduction in company travel and flights or the electrification of the company fleet.]

In the future we hope to implement further measures such as:

[Instructions to Suppliers:

Briefly provide details of some of any likely/proposed future carbon reduction projects. This is for information only.]

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans. Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard⁷ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting⁸.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard⁹.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:

.....

Date:

⁷ <https://ghgprotocol.org/corporate-standard>

⁸ <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

⁹ <https://ghgprotocol.org/standards/scope-3-standard>

Procurement Policy – Modern Slavery

'Modern slavery' captures a whole range of types of exploitation, many of which could occur together in Surrey and elsewhere. These include:

- human trafficking,
- sexual exploitation,
- forced labour and domestic servitude,
- criminal exploitation, and
- other forms of exploitation including forced begging; forced benefit fraud; forced marriage and illegal adoption.

The Modern Slavery Act 2015 was implemented to combat slavery and human trafficking. Section 54 of the Modern Slavery Act 2015 requires commercial organisations carrying out business in the UK, with a turnover of at least £36 million, to prepare and publish a slavery and human trafficking statement for each and every financial year. Tenderers complete a Suitability Assessment as part of their tender submission and, if they meet this criteria, must provide a link to their modern slavery statement.

The Council, through its Procurement Strategy, is committed to ethical purchasing and ensuring our supply chain operates in an ethical and sustainable way. As part of that commitment, Runnymede Borough Council will adopt and implement the co-operative party's Charter Against Modern Slavery (as amended and resolved by Surrey County Council):

1. Ensure its corporate procurement team have appropriate training to understand modern slavery.
2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
3. Note that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
4. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
5. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
6. Ensure that quality assurance safeguards are in place to protect its contractual spending and identify any potential issues with modern slavery.
7. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
8. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
9. Report publicly on the implementation of this policy annually.

Procurement Policy for addressing modern slavery in the supply chain.

Modern slavery risks should be assessed in new procurements and supplier evaluation should account for the associated level of risk. Sectors identified as being at high risk of modern slavery (based on Home Office research) includes, but is not restricted to, construction, electronics manufacturing, textiles and healthcare, and these risks can occur irrespective of supplier size and contract value.

Guidance on assessing risk of modern slavery in procurement can be found in the Cabinet Office's Procurement Policy Note 02/23 Update to Tackling Modern Slavery in Supply Chains ([PPN 02/23 Guidance](#))

Suitability assessment of tenderers

The Modern Slavery Act implemented new measures which are directly related to businesses and their supply chains. Section 54 of the Act requires companies with an annual turnover above £36m, and carrying out a business, or part of a business, in the UK, to develop a Modern Slavery Statement, also known as a 'Transparency in Supply Chains (TISC) statement', each year.

If a company has declared that they meet the criteria of Section 54 of the Modern Slavery Act 2015 by means of self-certification in the suitability assessment form, Buying Managers must check the company for full compliance via the TISC REPORT <https://tiscreport.org/>. If this report determines that the company is required to comply and does not fully comply, the tender should be excluded from further evaluation.

Quality evaluation of tenders

When a new contract is tendered and risk of modern slavery is determined, supplier evaluation must include as part of the Quality response, information to demonstrate commitment to assessing and dealing with modern slavery in supplier operations including any sub-contractors.

Where procurements are considered low risk for modern slavery, it is unlikely that criteria relating to tackling workforce inequality (in the context of modern slavery) would be relevant or proportionate. However, low risk is not the same as no risk, therefore you may still want to consider some award criteria for modern slavery.

For procurements identified as medium risk, asking a specific question regarding tackling modern slavery is likely to be relevant and proportionate and should be considered. In high risk procurements, a question related to modern slavery must be included.

Example questions are set out below. One or more should be used in the Quality Questionnaire or Method Statement questions with a weighting of no less than 5% of the total marks for Quality:

The Authority is committed to combating modern slavery in its supply chain. Please describe your policy and procedures for ensuring that no cases of Modern Slavery, as defined in the Modern Slavery Act 2015 in either your organisation or your work force are

used to fulfil the contract. Specific examples should be provided of your company's steps taken to assess and combat modern slavery from your supply chain.

What is the tenderer's understanding of modern slavery risks and issues affecting the market, industry, sector or country (of origin or of source)?

A good response would include details on the risks they face in the industry/sector, providing a detailed overview on how they are identifying issues in their supply chain e.g. through regular audits, in-person visits, engagement with workers etc and give specific examples on how they built knowledge on this topic (e.g. attending training, carrying out independent research)

What is the tenderer's understanding of modern slavery risks and issues affecting the workforce in their own organisation and those of its key sub-contractors?

A good response would include information on the composition and potential vulnerabilities of specific groups within the workforce (both their own workplace and business partners). They should have visibility of this information for their immediate supply chain (Tier 1) and beyond with details around workforce metrics of nationality, gender split etc.

Describe your policies and practices to mitigate and manage modern slavery risks. What training is given and what actions are taken once trained in relation to modern slavery risks?

A good response would be able to demonstrate how policies and commitments are implemented in practice including provision of audit reports, worker interview records, training records. Able to demonstrate the action taken and the impact on workers.

Additional model questions are available in the [PPN 02/23 Guidance](#) and [Social Value Model](#) in the Procurement toolkit under Social Value.

Contract clauses to combat modern slavery

Contract remediations and termination clauses must be included to allow for termination due to non-compliance with the Modern Slavery Act 2015 and/or if violations are uncovered.

Contract clauses should explicitly prohibit modern slavery and the ILO's 11 indicators of forced labour in the supply chain (including worker-paid recruitment fees)

For contracts assessed as at medium-high risk of modern slavery:

- Contract clauses should allow for unannounced inspections of premises by the Authority or third party auditors with the right to speak directly to supplier's employees. The clause should also confirm which party bears the cost of the audit.
- All bespoke contracts and standard T&Cs to include the need for open book accounting
- Subcontractors are contractually bound by the same terms as the supplier in relation to modern slavery and human rights issues and terms are cascaded throughout the supply chain

Contract management

Once a contract is in place, it is the responsibility of the contract manager to ensure that at regular and frequent intervals an assessment of the supplier and any sub-contractors is undertaken. This could include:

- Unannounced visits to construction sites – Officers or third party auditors to spot the signs of potential modern slavery <https://www.gla.gov.uk/who-we-are/modern-slavery/who-we-are-modern-slavery-spot-the-signs/> .
- Ask to see workers with their written employment contracts and passports.
- Ask to meet with some workers to assess for signs of potential modern slavery.
- Ask to see company accounts to check salaries/wages are being paid to individuals – follow the money.

Contract managers are encouraged to complete the [Tackling Modern Slavery in Supply Chains](#) online training course available through the Government's Commercial Function Learning & Development resource (free for users with a gov.uk email address)

Assessing our supply chain

The Corporate Procurement Team will assess the existing supply chain in relation to their compliance with section 54 of the Modern Slavery Act 2015 by means of the NGO, TISC REPORT (Transparency in Supply Chains – <https://tiscreport.org/>)

Further, the Corporate Procurement Team will communicate with our supply chain on the signs of modern slavery and facilitate an audit of the supply chain on a regular basis to seek overall reassurance that the suppliers that we contract with are combating modern slavery.

CORPORATE KEY PERFORMANCE INDICATORS – PROPOSED INDICATORS AND TARGETS FOR 2023/24

(Sarah Hall, Head of Business Planning, Projects and Performance)

Synopsis of report:

The reporting of Corporate Key Performance Indicators provides officers and members with a snapshot of general health across key areas of business in order to aid decision making processes.

Officers are seeking formal approval from this committee for the Corporate Key Performance Indicator set for 2023/24 as shown in Appendix A.

Recommendation(s):

Members approve:

- i) the proposed 2023/24 Corporate Performance Indicators descriptions as shown in Appendix A, and**
- ii) the proposed 2023/24 quarterly/annual targets.**

1. Context and background of report

- 1.1 There are two types of performance indicators in the Council; the Corporate Key Performance Indicator (CKPI) set which provides officers and Members with a quarterly snapshot of performance across key areas of business (a general health check), and Service Key Performance Indicators which are reported to the relevant service committee. Both types of indicators are monitored to assess performance, identify trends, risks and issues and aid decision making.
- 1.2 The Communication & Service Transformation Member Working Party receives the quarterly monitoring CKPI reports following approval of the annual set of indicators and targets by this committee. After considering previous performance and the work areas for the forthcoming year, this report proposes the CKPIs and their associated targets for 2023/24.
- 1.3 In addition, a dashboard for CKPI performance is produced quarterly and published to the Members Team area which is available for all Members to view. This will be updated to reflect the approved CKPI set for 23/24 in due course.

2. Proposed 2023/24 Corporate Key Performance Indicators and associated targets

- 1.1 Appendix A shows the proposed CKPIs and targets for 2023/24.
- 1.2 The Key for Appendix A shows:

Yellow - any proposed changes from the 2022/23 corporate set for 2023/24.
Green - any new indicators proposed to be added to the corporate set.
White - no change for 2023/24.

Red - any indicators proposed to be removed from the corporate set (none for 2023/24)

1.3 Appendix B shows the Q3 report for the 2022/23 Indicators and targets, which provides Members with the trend data across the year. The Q4 results are not yet available as they cover the period January- end of March. Q4 results will be reported to Communication & Service Transformation Member Working Group in May 2023.

1.4 Proposed changes to existing corporate indicators for 2023/24

1.4.1 It is proposed the following descriptions are changed for 2023/24 for Housing. The Regulator of Social Housing (RSH) is introducing national Tenant Satisfaction Measures (TSMs) from April 2023, which will require Social Housing landlords to submit data returns on these measures. The TSMs will provide data about Social Housing landlords' performance and the quality of their services compared regionally and nationally. Therefore, the Housing Team are proposing to amend the description of the following CKPIs to use the same indicator descriptions as the national TSMs:

CKPI	Current CKPI Description 2022/23	TSM Definition (from April 2023)	Proposed CKPI Description 2023/24
H1	H1: Percentage of non-emergency repairs completed within target timescale. (RP02)	Proportion of: 1. non-emergency and 2. emergency responsive repairs completed within the landlord's target timescale.	H1: Proportion of non-emergency repairs completed within target timescale.
H6	H6: Percentage of homes that do not meet the Decent Homes Standard	A. Number of dwelling units owned to which the Decent Homes Standard applied which failed the Decent Homes Standard at year end. Divided by B. Number of dwelling units owned to which the Decent Homes Standard applied at year end. Multiplied by 100	H6: Proportion of homes that do not meet the Decent Homes Standard
H7	H7: Percentage of stock with a valid annual landlord gas safety certification.	A. Number of dwelling units owned for which all required gas safety checks were carried out and recorded as at year end. Divided by: B. Number of dwelling units owned for which gas safety checks were required to have been carried out as at year end. Multiplied by 100	H7: Proportion of homes for which all required gas safety checks have been carried out.
H10	H10: Number of reported Anti-social behaviour cases per 1000 properties.	A) total number of ASB cases opened during the reporting year - including any ASB cases that involve hate incidents - divided by B) no. of dwelling units owned of the relevant social housing stock at year end. Multiplied by 1,000	H10: Anti-social behaviour cases opened (including hate incidents) relative to the number of social housing dwellings.

1.4.2 In addition, to provide consistency in the description across the Housing CKPIs:

H8: Proportion of stock with a valid safety certification Electrical Installation Condition Report.

Description changed from 'Percentage' to 'Proportion' to provide consistency with other Housing corporate indicators.

1.4.3 It is proposed the following CKPI targets are amended for 2023/24 for Housing:

H1: Proportion of non-emergency repairs completed within target timescale.

The Reactive Maintenance and Voids contract was retendered during 2022/23 and the successful supplier will be taking over the service from April 2023. Therefore for 2023/24, the CKPI target for this indicator has been set at 90% for Q1 and Q2 during initial contract mobilisation and then moves to 95% for Q3 and Q4.

H5: Rent arrears of current tenants as a percentage of rent due - cumulative result.

It is proposed that this target moves from 1.75% to 2% to recognise the impact of the cost-of-living crisis on this indicator.

H6: Proportion of homes that do not meet the Decent Homes Standard.

As the previous target was met during 2022/23 (30%), it is proposed that this target is set at 23% for achievement in 2023/24.

H9: Number of outstanding high-risk Fire Risk Assessment actions.

As there is a programme of work in place to address all current outstanding actions, it is proposed that this target is set at 0 for achievement in 2023/24.

1.5 Proposed new indicators to the corporate set for 2023/24

1.5.1 In recognition of the new in-house Grounds Maintenance operations service to be delivered by the DSO from April 2023, it is proposed to add a CKPI to the data set to gather baseline data in 2023/24 and then set a target from 2024/25:

ES5: Number of valid ground maintenance reports (overgrown grass, poorly maintained flower beds, cemeteries grounds etc.)

1.5.2 The following CKPIs are proposed to measure performance of areas of Digital Services in 2023/24:

CDCS3: Percentage increase in number of visitors to the runnymede.gov.uk website. It is proposed that the data is collected monthly, reported quarterly but that the target is set at an overall increase of 10% cumulative across the year. On average, monthly unique visits to the website in 2022/23 YTD is 250,000. Therefore a 10% cumulative increase over the year would equate to an average increase of 25,000 unique visits per month.

CDCS4: Percentage increase in number of active OneAccounts. It is proposed that the target is set as a 5% cumulative increase across the year. It is anticipated that this will be variable across the year for instance Q4 (JFM) will show a significant increase in One Accounts due to garden waste renewals. Therefore data will be collected quarterly but the success measure is on the whole year results. YTD for 2022/23 there are 17,162 active OneAccounts (as of 23/2/23). The annual target will be calculated based on the number of active OneAccounts as of 31/3/23.

CDCS5: Percentage increase in the number of online forms submitted via runnymede.gov.uk. It is proposed that the target is set as a 5% cumulative increase

across the year. It is anticipated that this will be variable across the year for instance Q1 will show an increase in online forms submitted due to coronation street party events. Therefore data will be collected quarterly but the success measure is on the whole year results. YTD for 2022/23 there have been 69,224 online forms submitted. The 5% increase annual target will be based on the number of online forms submitted as of 31/3/23.

1.5.3 The following CKPIs are proposed to measure additional performance of Community Services in 2023/24:

C2: Number of careline calls received and the percentage which initiated an emergency response/ intervention to residents. It is proposed that this indicator is for monitoring purposes only. A target is not appropriate to be set for this indicator.

C3: Percentage of handyperson referrals resulting in works being undertaken to support Runnymede residents. Initially this will measure the performance of the handyperson service for private sector housing only. It is the intention to expand the service in early 2023/24 to include social housing tenants. Therefore it is proposed to gather baseline data in 2023/24 and then set a target from 2024/25.

C4: Percentage uptake of services following Homesafe+ referrals. It is proposed that this indicator is for monitoring purposes only. A target is not appropriate to be set for this indicator as uptake is out of our control as residents do not have to take up the offer.

1.6 Current corporate indicators proposed to remain unchanged for 2023/24

1.6.1 It is proposed all the other existing CKPI descriptions and targets remain unchanged (as shown in white in Appendix A).

3. Policy framework implications

3.1. The quarterly reporting of CKPIs forms part of Runnymede Borough Council's Performance Management Framework.

4. Resource implications/Value for Money (where applicable)

4.1. There are no resource implications directly arising from this report.

5. Legal implications

5.1. It is considered that there are no legal implications arising from this report.

6. Equality implications

6.1. It is considered that there are no equality issues arising from this report.

7. Environmental/Sustainability/Biodiversity implications

- 7.1. This has been considered and no implications identified directly associated with this report.

8. Timetable for Implementation

- 8.1. The proposal is for the CKPI set for 2023/24 commencing on 1 April 2023.

9. Conclusions

- 9.1. After reviewing last year's results and considering other information, Officers propose a number of changes to the CKPI set as shown in Appendix A.
- 9.2. The committee is asked to approve the CKPI set for 2023/24 as shown in Appendix A

(To resolve)

Background papers

Appendix A - Proposed Corporate Key Performance Indicators and targets for 2023/24.

Appendix B - Q3 report for the 2022/23 indicators and targets.

Proposed changes for the Corporate Performance Indicator set 2023-2024

Key

	Existing corporate indicator with proposed change(s) to the description/targets for 2023/24 (as detailed in cover report).		New indicator proposed to be part of the corporate set for 2023/24.
	Existing corporate indicator with no proposed changes for 2023/24.		

Performance Indicator for 2023/24 – final proposed description	Q1 (Apr-Jun)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
Customer, Digital and Collection Services					
CDCS1: Average number of days taken to process new Housing Benefit and Council Tax Support claims or changes (cumulative result).	8	8	8	8	8
CDCS2: Percentage of lost Customer Service calls per quarter.	10%	10%	10%	10%	10%
CDCS3: Percentage increase in number of visitors to the runnymede.gov.uk website	Data collection per Q only, result at year end				10% cumulative result
CDCS4: Percentage increase in number of active OneAccounts	Data collection per Q only, result at year end				5% cumulative result
CDCS5: Percentage increase in the number of online forms submitted via runnymede.gov.uk	Data collection per Q only, result at year end				5% cumulative result
Financial Services					
F1: Percentage of invoices paid in 30 days.	98.0%	98.0%	98.0%	98.0%	98.0%
Law and Governance					
LG1: Percentage of FOI requests processed in statutory deadline	99.0%	99.0%	99.0%	99.0%	99.0%
LG2: Number of decisions investigated by the ombudsman requiring a remedy, including minor injustices	0	0	0	0	0
Housing					
H1: Proportion of non-emergency repairs completed within target timescale.	90.0%	90.0%	95.0%	95.0%	95.0%
H2: Average number of calendar days to re-let a void property (excludes major works voids).	25	25	25	25	25
H3: Satisfaction with the overall reactive repairs service received (% of total number of responses returned).	95.0%	95.0%	95.0%	95.0%	95.0%

Performance Indicator for 2023/24 – final proposed description	Q1 (Apr-Jun)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
H4: Number of households in B&B for more than 2 weeks per quarter.	4	4	4	4	16
H5: Rent arrears of current tenants as a percentage of rent due (cumulative result).	2.00%	2.00%	2.00%	2.00%	2.00%
H6: Proportion of homes that do not meet the Decent Homes Standard.	23%	23%	23%	23%	23%
H7: Proportion of homes for which all required gas safety checks have been carried out.	100%	100%	100%	100%	100%
H8: Proportion of stock with a valid safety certification Electrical Installation Condition Report.	100%	100%	100%	100%	100%
H9: Number of outstanding high-risk Fire Risk Assessment actions	0	0	0	0	0
H10: Anti-social behaviour cases opened (including hate incidents) relative to the number of social housing dwellings (cumulative result).	18	18	18	18	18
Development Management and Building Control					
P1: Percentage of 'Major' planning applications processed to deadline in each quarter.	60%	60%	60%	60%	60%
P2: Percentage of 'Non-major' planning applications processed to deadline in each quarter.	80%	80%	80%	80%	80%
P3: Percentage of 'Other' planning applications processed to deadline in each quarter.	85%	85%	85%	85%	85%
P4: Major planning appeals dismissed as a percentage of Major application decisions made (cumulative result).	90%	90%	90%	90%	90%
P5: Non-major planning appeals dismissed as a percentage of Non-major application decisions made (cumulative result).	90%	90%	90%	90%	90%
P6: Percentage of enforcement investigations closed compared with new requests received per quarter.	100%	100%	100%	100%	100%
Environmental Services					
ES1: Dry mixed recycling rate (paper, cans, glass, plastic).	24%	24%	24%	24%	24%

Performance Indicator for 2023/24 – final proposed description	Q1 (Apr-Jun)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
ES2: Garden waste and food waste recycling rate.	24%	24%	24%	24%	24%
ES3: Percentage of bins collected	99.9%	99.9%	99.9%	99.9%	99.9%
ES4: Number of street cleansing reports (overflowing litterbins, overflowing dog bins, and general litter/detritus)	125	125	125	125	500
ES5: Number of valid ground maintenance reports (overgrown grass, poorly maintained flower beds, cemeteries grounds etc).	New service from 2023/24. Baseline to be captured during 2023/24. Target to be set from 2024/25.				
Community Services					
C1: Number of community meals products served per quarter (lunch and afternoon tea recorded as separate products)	10,000	10,000	9,700	10,000	39,700
C2: Number of careline calls received and the percentage which initiated an emergency response/ intervention to residents	Monitoring purposes only. No target to be set. Data capture only				
C3: Percentage of handyperson referrals resulting in works being undertaken to support Runnymede residents	Baseline to be captured during 2023/24. Target to be set from 2024/25.				
C4: Percentage uptake of services following Homesafe+ referrals	Monitoring purposes only. No target to be set. Data capture only				
Human Resources					
HR1: Staff sickness absence - short term (Surrey benchmarking methodology – rolling year to date)	4.6	4.6	4.6	4.6	4.6

Corporate Performance/Activity Indicators

Quarter 3 2022/23

RAG Legend		Chart Legend	
Performance/activity has met or exceeded the quarterly / annual target.	Green	2020/21	
Performance / activity has missed its quarterly / annual target but is within $\leq 10\%$ of relative target.	Amber	2021/22	
Performance / activity has missed its quarterly / annual target and is $> 10\%$ of relative target.	Red	2022/23	
Data not available	Not available	Target 2022/23	-----

Presented by: Sarah Hall
Head of Business Planning, Projects and Performance

January 2023

CUSTOMER, DIGITAL and COLLECTION SERVICES

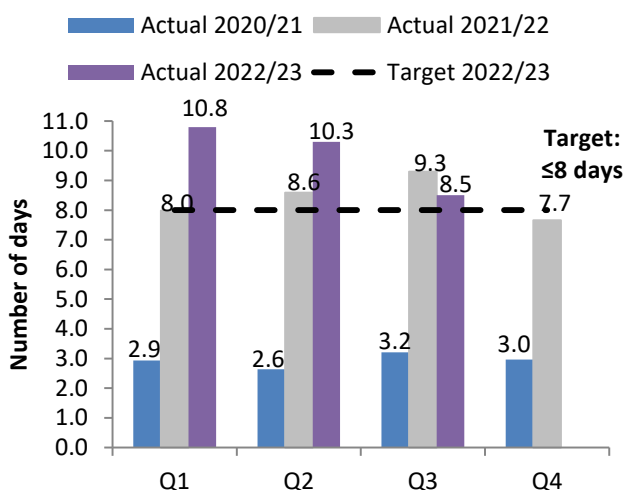
CDCS1: Average number of days taken to process new Housing Benefit and Council Tax Support claims or changes - cumulative result.

**Q2
RED**

**Q3
AMBER**

**YTD
AMBER**

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	2.9	8.0	8.0	10.8
Q2	2.6	8.6	8.0	10.3
Q3	3.2	9.3	8.0	8.5
Q4	3.0	7.7	8.0	
Annual	3.0	7.7	8.0	8.5 (YTD)

Comment: Q3 has seen an improvement even though there is still one vacancy for a customer adviser to be filled.
The UC4CTR process is now working. This has freed up capacity, however means every claim for Universal Credit triggers a claim for Council Tax Support, hence the increase in new claims in Q3.
Q1 - 279 new claims and 5,064 changes processed.
Q2 - 635 new claims and 8,583 changes processed.
Q3 - 1,395 new claims and 11,848 changes processed.

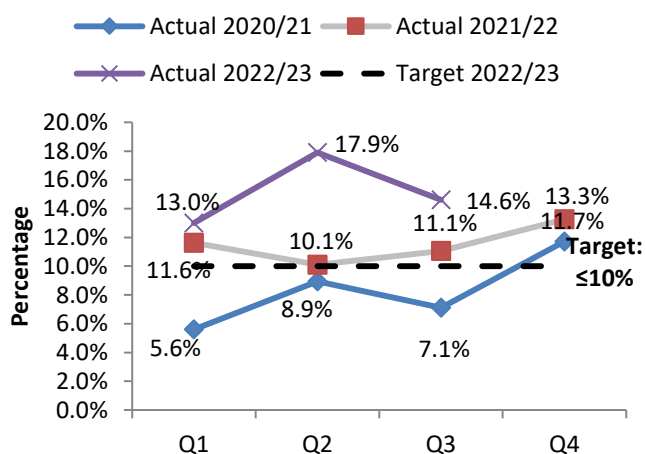
CDCS2: Percentage of lost Customer Service calls per quarter.

**Q2
RED**

**Q3
RED**

**YTD
RED**

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	5.6%	11.6%	10.0%	13.0%
Q2	8.9%	10.1%	10.0%	17.9%
Q3	7.1%	11.1%	10.0%	14.6%
Q4	11.7%	13.3%	10.0%	
Annual	8.5%	11.6%	10.0%	15.1 % (YTD)

Comment: Q3 has seen an improvement on Q2. Further improvement is expected in Q4 as there are still two vacancies which are going out to advert this month.
Q1 - 4,462 of 34,428 lost Customer Service calls.
Q2 - 5,869 of 32,774 lost Customer Service calls.
Q3 - 4,107 of 28,175 lost Customer Service calls.

FINANCE

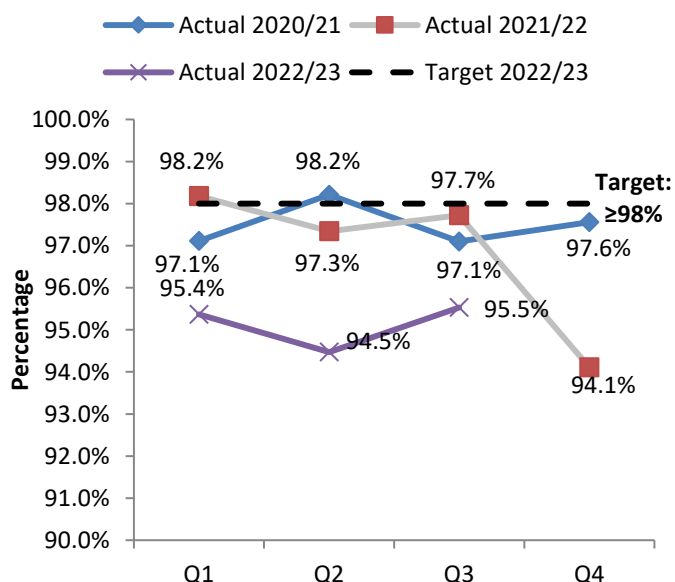
F1: Percentage of invoices paid in 30 days.

**Q2
AMBER**

**Q3
AMBER**

**YTD
AMBER**

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	97.1%	98.2%	98.0%	95.4%
Q2	98.2%	97.3%	98.0%	94.5%
Q3	97.1%	97.7%	98.0%	95.5%
Q4	97.6%	94.1%	98.0%	
Annual	97.5%	96.8%	98.0%	95.1% (YTD)

Comment: Q3 has seen an improvement on Q2 but still falls short of the target. Training has been rolled out in some areas and there is a noticeable improvement from November's figures. Notes are not being added to invoices to provide updates if there is a valid reason why it is not paid, and this has resulted in some invoices being recorded as late. Officers are to be reminded of the importance of doing this.
Q1 - 1,729 of 1,813 invoices paid in 30 days.
Q2 - 2,068 of 2,189 invoices paid in 30 days.
Q3 - 2,051 of 2,147 invoices paid in 30 days.

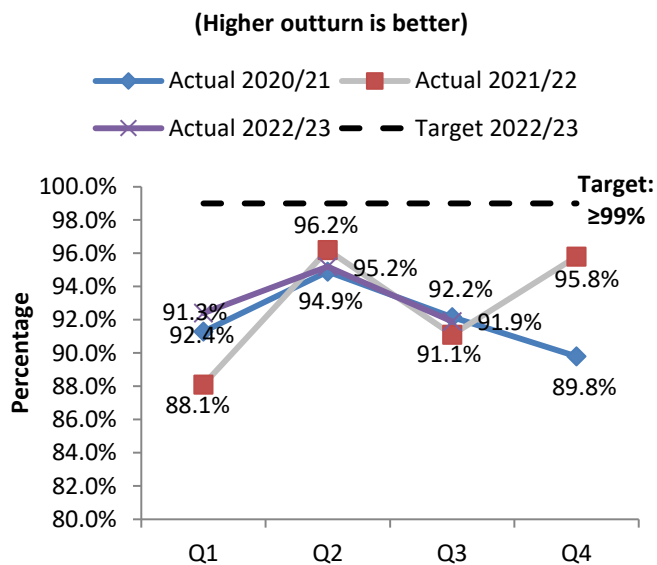
LAW & GOVERNANCE

LG1: Percentage of FOI requests processed in statutory deadline.

Q2
AMBER

Q3
AMBER

YTD
AMBER



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	91.3%	88.1%	99.0%	92.4%
Q2	94.9%	96.2%	99.0%	95.2%
Q3	92.2%	91.1%	99.0%	91.9%
Q4	89.8%	95.8%	99.0%	
Annual	92.1%	93.1%	99.0%	93.1% (YTD)

Comments: Of the 11 that were late; Four involved multiple officers; two were part-completed on time and; five the reasons are unknown.

Q1 -147 of 159 requests processed to statutory deadline.

Q2 -118 of 124 requests processed to statutory deadline.

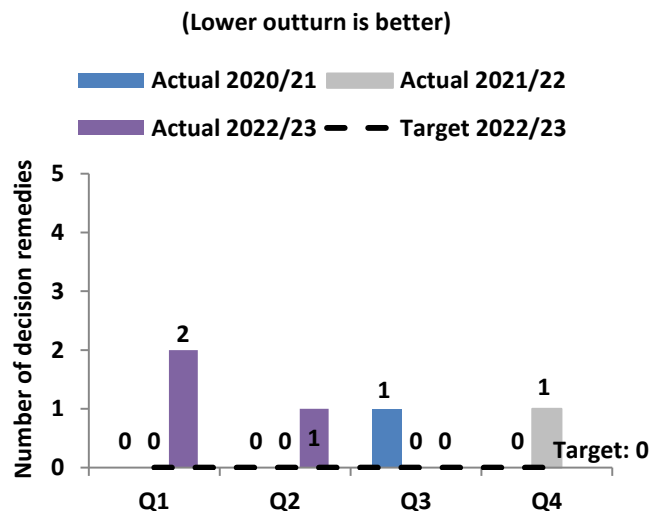
Q3 -125 of 136 requests processed to statutory deadline.

LG2: Number of decisions investigated by the ombudsman requiring a remedy, including minor injustices.

Q2
GREEN

Q3
GREEN

YTD
AMBER



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	0	0	0	2
Q2	0	0	0	1
Q3	1	0	0	0
Q4	0	1	0	
Annual	1	1	0	3 (YTD)

Comment: In Q3 two cases were referred to the Ombudsman, one was not upheld the other is still open and being investigated. A decision upholding a complaint was received relating to Q2.

HOUSING

NEW: H1: Percentage of non-emergency repairs completed within target timescale. (RP02)

Q2
GREEN

Q3
GREEN

YTD
GREEN



Quarter	New indicator in 2022/23	Target 2022/23	Actual 2022/23
Q1		90.0%	94.8%
Q2		90.0%	95.8%
Q3		95.0%	95.2%
Q4		95.0%	
Annual		95.0%	95.3% (YTD)

Comment: Good performance.

Q1 - 1,162 of 1,226 non-emergency repairs completed within target time.

Q2 - 1,283 of 1,339 non-emergency repairs completed within target time.

Q3 - 1,530 of 1,607 non-emergency repairs completed within target time.

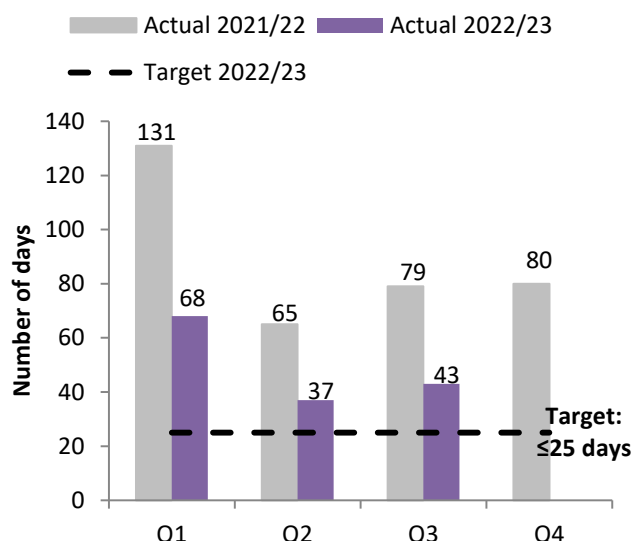
H2: Average number of calendar days to re-let a void property (excludes major works voids).

Q2
RED

Q3
RED

YTD
RED

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1		131	25	68
Q2		65	25	37
Q3		79	25	43
Q4		80	25	
Annual		89	25	49.3 (YTD)

Comment: A slight increase on the last quarter, as more of the properties re-let required Major Works (which reduced the sample size). The average for this quarter was also pushed up by several complex re-lets.

Median Result is 40 days.

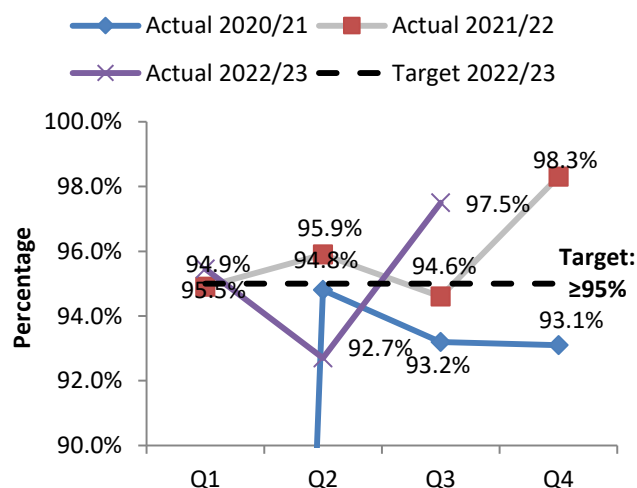
H3: Satisfaction with the overall reactive repairs service received (% of total number of responses returned).

Q2
AMBER

Q3
GREEN

YTD
GREEN

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	N/A	94.9%	95.0%	95.5%
Q2	94.8%	95.9%	95.0%	92.7%
Q3	93.2%	94.6%	95.0%	97.5%
Q4	93.1%	98.3%	95.0%	
Annual	93.7%	96.1%	95.0%	95.7% (YTD)

Comment: On target

Q1 = 126 out of 132 survey respondents were satisfied.

Q2 = 38 out of 41 survey respondents were satisfied.

Q3 = 79 out of 81 survey respondents were satisfied.

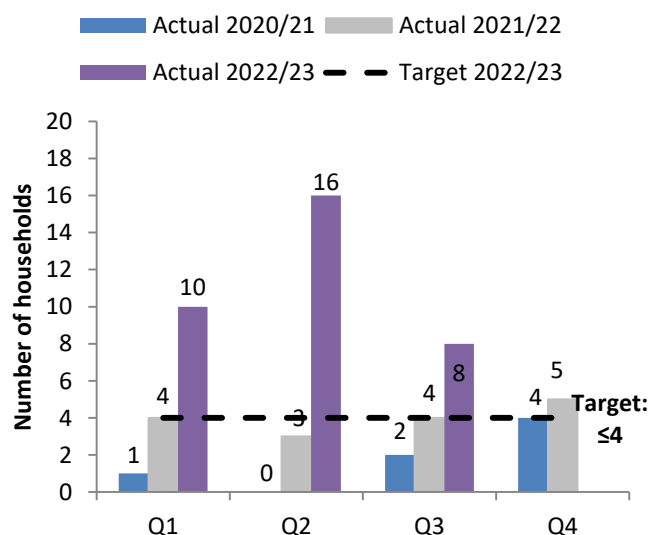
H4: Number of households in B&B for more than 2 weeks per quarter.

Q2
RED

Q3
RED

YTD
RED

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	1	4	4	10
Q2	0	3	4	16
Q3	2	4	4	8
Q4	4	5	4	
Annual	7	16	16	34 (YTD)

Comment: The Housing Service has continued to provide emergency accommodation for people with complex needs however, there are limited move on options from B&B available for these individuals.

Q1 - 7 new + 3 existing household from previous quarter.

Q2 - 14 new + 2 existing household from previous quarter.

Q3 - 6 new + 2 existing household from previous quarter.

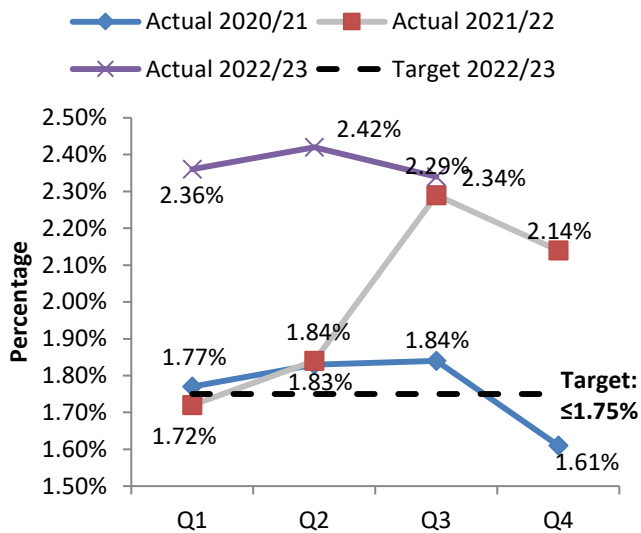
H5: Rent arrears of current tenants as a percentage of rent due - cumulative result.

Q2
RED

Q3
RED

YTD
RED

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	1.77%	1.72%	1.75%	2.36%
Q2	1.83%	1.84%	1.75%	2.42%
Q3	1.84%	2.29%	1.75%	2.34%
Q4	1.61%	2.14%	1.75%	
Annual	1.61%	2.14%	1.75%	2.34% (YTD)

Comment: Although above target, Q3 was an improvement on Q2 and the median result for benchmarked local authority landlords of a similar size for November 2022 was 2.76%.

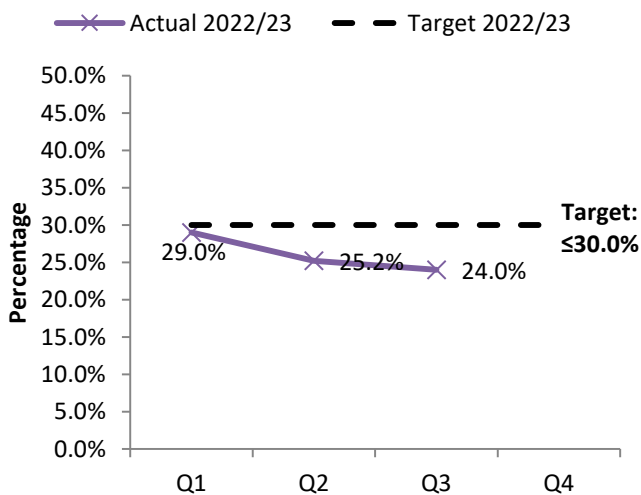
NEW: H6: Percentage of homes that do not meet the Decent Homes Standard (RP01)

Q2
GREEN

Q3
GREEN

YTD
GREEN

(Lower outturn is better)



Quarter	New indicator in 2022/23	Target 2022/23	Actual 2022/23
Q1		30.0%	29.0%
Q2		30.0%	25.2%
Q3		30.0%	24.0%
Q4		30.0%	
Annual		30.0%	24.0% (YTD)

Comment: Q3 has seen further improvement from Q2.

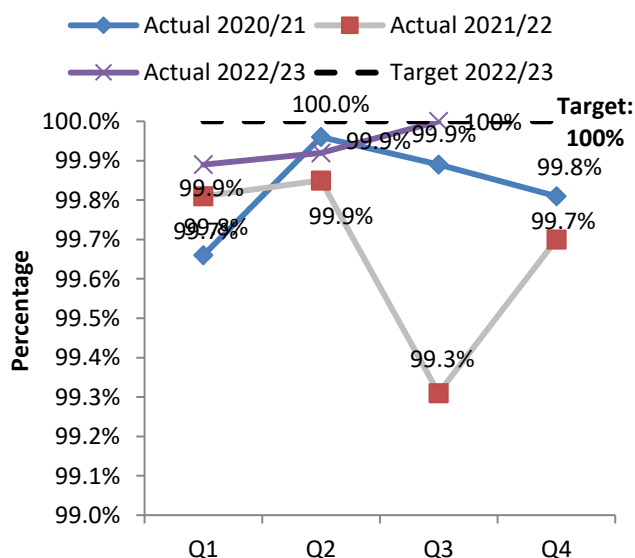
H7: Percentage of stock with a valid annual landlord gas safety certification.

Q2
AMBER

Q3
GREEN

YTD
GREEN

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	99.7%	99.8%	100%	99.9%
Q2	100.0%	99.9%	100%	99.9%
Q3	99.9%	99.3%	100%	100%
Q4	99.8%	99.7%	100%	
Annual	99.8%	99.7%	100%	100% (YTD)

Comment: Optimal performance.

Q1 - 2,642 certificates out of 2,645 properties.
Q2 - 2,641 certificates out of 2,643 properties.
Q3 - 2,639 certificates out of 2,639 properties.

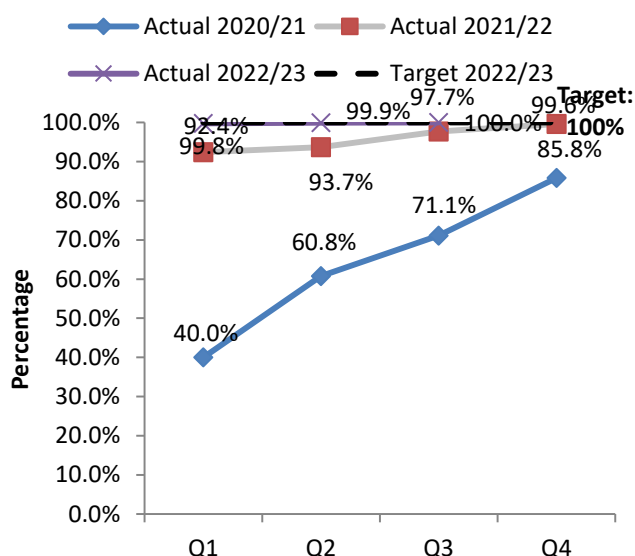
H8: Percentage of stock with a valid safety certification Electrical Installation Condition Report.

Q2
AMBER

Q3
GREEN

YTD
GREEN

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	40.0%	92.4%	100%	99.8%
Q2	60.8%	93.7%	100%	99.9%
Q3	71.1%	97.7%	100%	100.0%
Q4	85.8%	99.6%	100%	
Annual	85.8%	99.6%	100%	100% (YTD)

Comment: Optimal performance.

The median result for benchmarked local authorities of a similar size was 96.34% for November 2022.

Q1 - 2,856 certificates out of 2,863 properties.

Q2 - 2,855 certificates out of 2,858 properties.

Q3 - 2,856 certificates out of 2,856 properties.

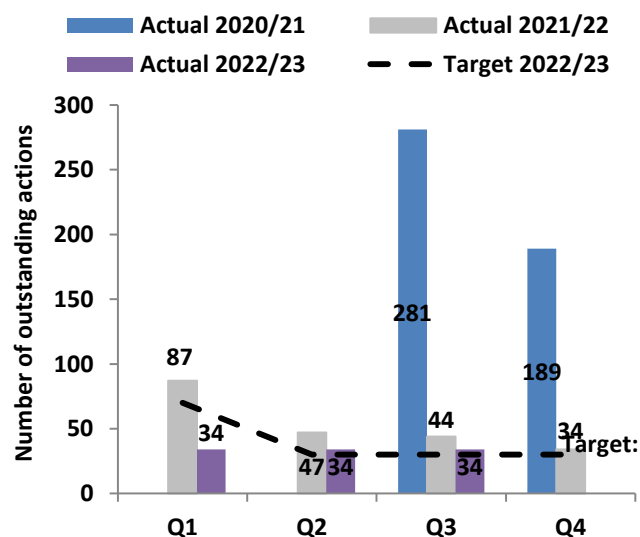
H9: Number of outstanding high risk Fire Risk Assessment actions.

Q2
RED

Q3
RED

YTD
RED

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	N/A	87	70	34
Q2	N/A	47	30	34
Q3	281	44	30	34
Q4	189	34	30	
Annual	189	34	30	34 (YTD)

Comment: A door replacement programme is due to begin in Q4 2022/23 which aims to remove many of these actions.

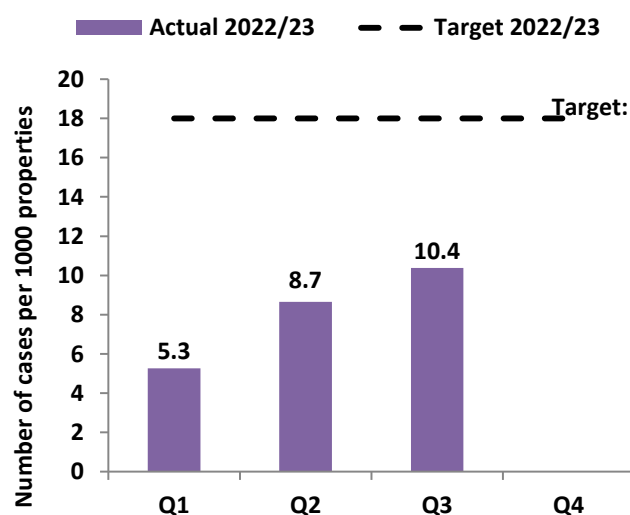
NEW: H10: Number of reported Anti-social behaviour cases per 1000 properties (NM01) - cumulative result.

Q2
GREEN

Q3
GREEN

YTD
GREEN

(Lower outturn is better)



Quarter	New indicator in 2022/23	Target 2022/23	Actual 2022/23
Q1		18	5.3
Q2		18	8.7
Q3		18	10.4
Q4		18	
Annual		18	10.4 (YTD)

Comment: On target.

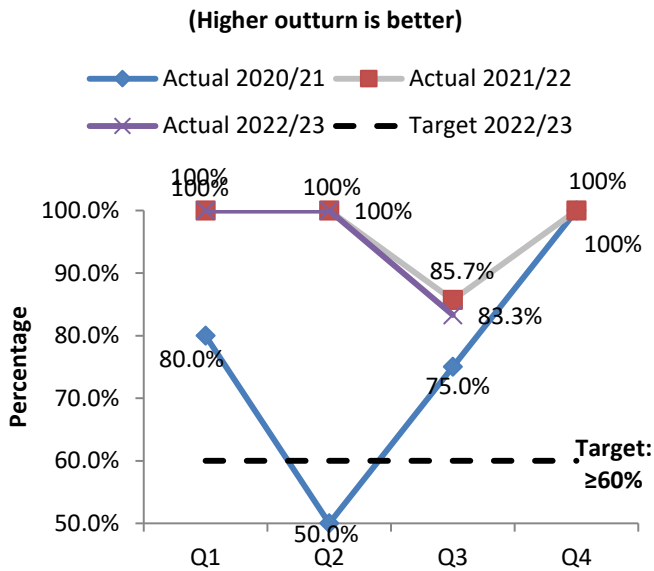
PLANNING

P1: Percentage of 'Major' planning applications processed to deadline in each quarter.

Q2
GREEN

Q3
GREEN

YTD
GREEN



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	80.0%	100%	60.0%	100%
Q2	50.0%	100%	60.0%	100%
Q3	75.0%	85.7%	60.0%	83.3%
Q4	100%	100%	60.0%	
Annual	77.8%	93.3%	60.0%	91.7% (YTD)

Comment: Good performance.

Q1 - 1 of 1 processed to deadline.

Q2 - 5 of 5 processed to deadline.

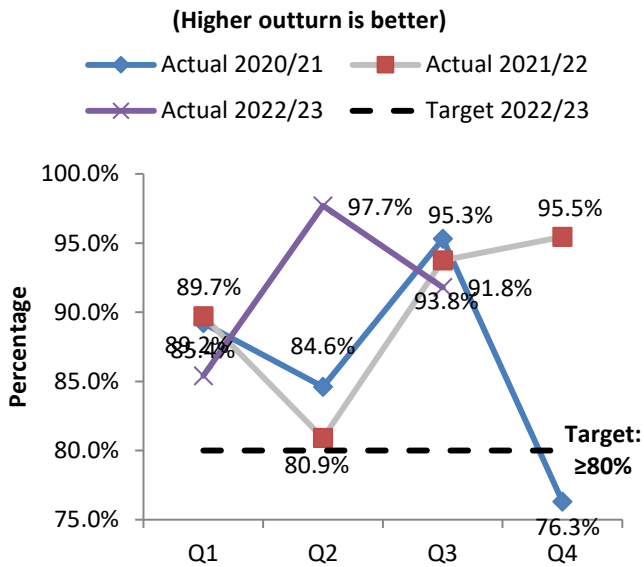
Q3 - 5 of 6 processed to deadline.

P2: Percentage of 'Non-major' planning applications processed to deadline in each quarter.

Q2
GREEN

Q3
GREEN

YTD
GREEN



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	89.2%	89.7%	80.0%	85.4%
Q2	84.6%	80.9%	80.0%	97.7%
Q3	95.3%	93.8%	80.0%	91.8%
Q4	76.3%	95.5%	80.0%	
Annual	86.6%	90.2%	80.0%	91.5% (YTD)

Comment: Good performance.

Q1 - 41 of 48 processed to deadline.

Q2 - 43 of 44 processed to deadline.

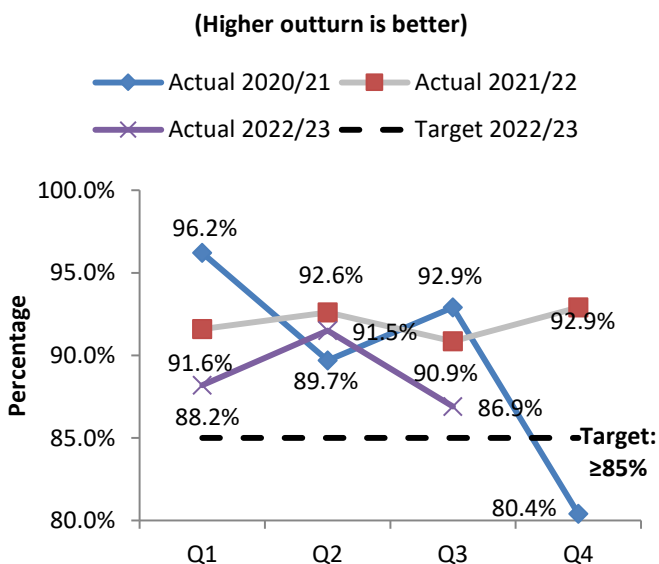
Q3 - 45 of 49 processed to deadline.

P3: Percentage of 'Other' planning applications processed to deadline in each quarter.

Q2
GREEN

Q3
GREEN

YTD
GREEN



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	96.2%	91.6%	85.0%	88.2%
Q2	89.7%	92.6%	85.0%	91.5%
Q3	92.9%	90.9%	85.0%	86.9%
Q4	80.4%	92.9%	85.0%	
Annual	89.4%	92.0%	85.0%	89.8% (YTD)

Comment: On target.

Q1 - 150 of 170 processed to deadline.

Q2 - 152 of 162 processed to deadline.

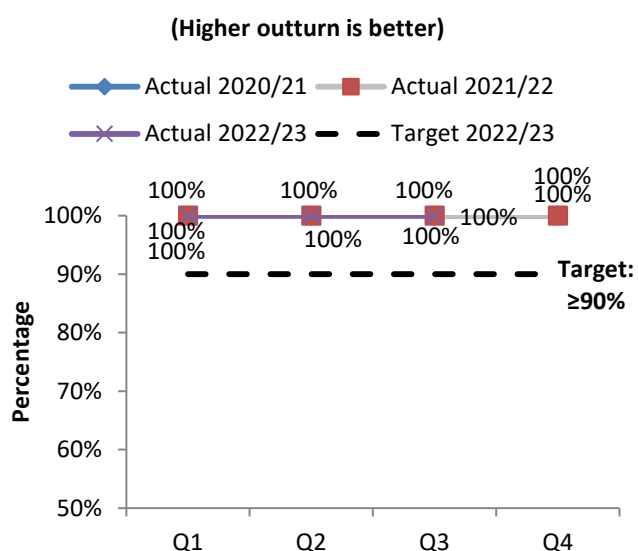
Q3 - 120 of 138 processed to deadline.

P4: Major planning appeals dismissed as a percentage of Major application decisions made - cumulative result.

**Q2
GREEN**

**Q3
GREEN**

**YTD
GREEN**



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	100%	100%	90.0%	100%
Q2	100%	100%	90.0%	100%
Q3	100%	100%	90.0%	100%
Q4	100%	100%	90.0%	
Annual	100%	100%	90.0%	100% (YTD)

Comment: Optimal performance.

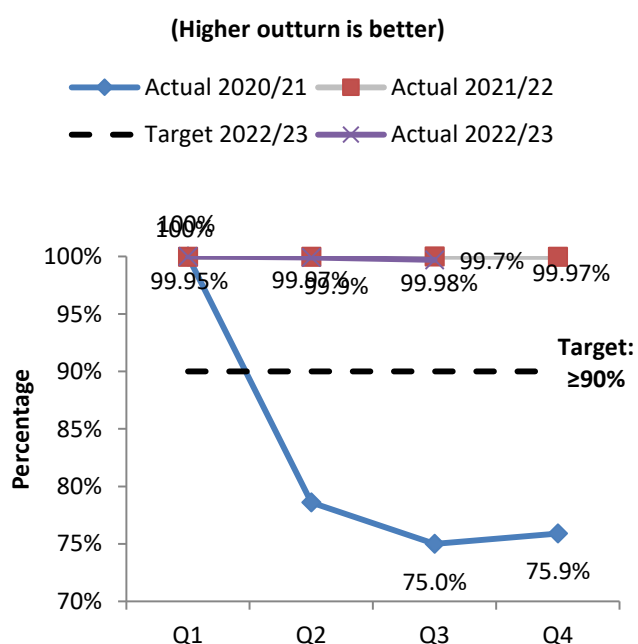
Q1 - 0 of 0 appeals dismissed in the period.
Q2 - 0 of 0 appeals dismissed in the period.
Q3 - 0 of 0 appeals dismissed in the period.

P5: Non-major planning appeals dismissed as a percentage of Non-major application decisions made - cumulative result.

**Q2
GREEN**

**Q3
GREEN**

**YTD
GREEN**



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	100%	99.95%	90.0%	100%
Q2	78.6%	99.97%	90.0%	99.9%
Q3	75.0%	99.98%	90.0%	99.7%
Q4	75.9%	99.97%	90.0%	
Annual	75.9%	99.97%	90.0%	83.3% (YTD)

Comment: The Inspector considered that given the limited visual harm to the Green Belt, given that the pitch was adjacent to an existing gypsy site in a section of road serving a significant amount of sporadic development, the Council's unmet need for Traveller and Gypsy pitches, and in the interests of the child, the proposal should be approved.

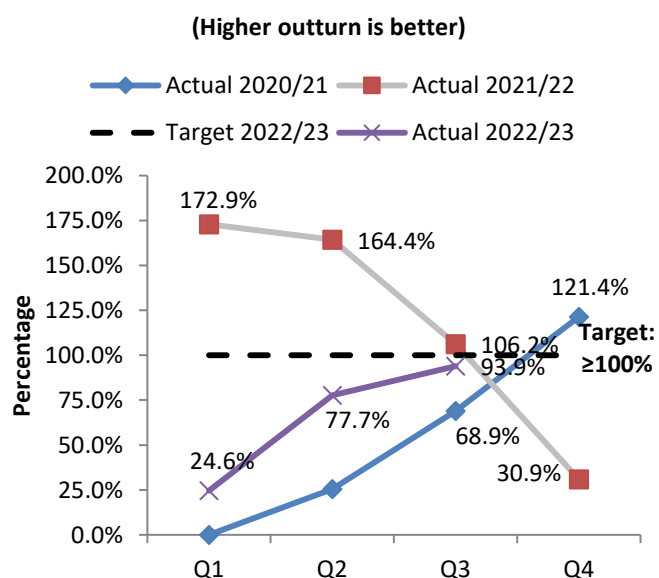
Q1 - 257 applications received, 1 of 1 appeals dismissed.
Q2 - 196 applications received, 4 of 5 appeals dismissed.
Q3 - 238 applications received, 5 of 6 appeals dismissed.

P6: Percentage of enforcement investigations closed compared with new requests received per quarter.

**Q2
RED**

**Q3
AMBER**

**YTD
RED**



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	N/A	172.9%	100%	24.6%
Q2	25.4%	164.4%	100%	77.7%
Q3	68.9%	106.2%	100%	93.9%
Q4	121.4%	30.9%	100%	
Annual	73.1%	119.9%	100%	59.5% (YTD)

Comment: An improvement on the three previous quarters, however the majority of low priority cases have been closed. The remaining high priority cases take longer to close.

Q1 - 15 closed compared to 61 new requests received.
Q2 - 42 closed compared to 54 new requests received.
Q3 - 31 closed compared to 33 new requests received.

ENVIRONMENTAL SERVICES

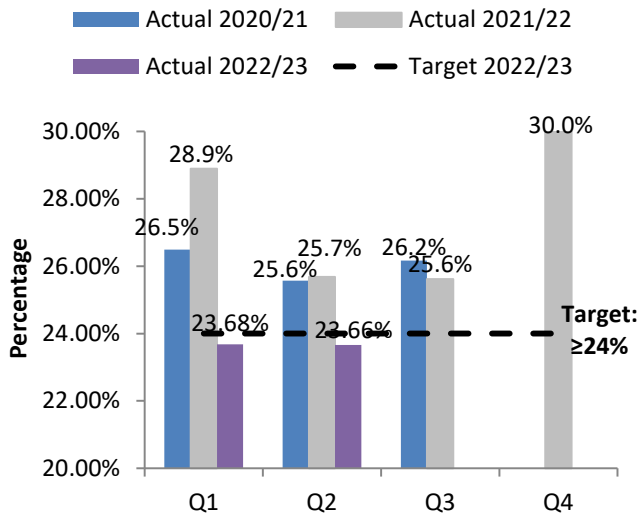
ES1: Dry mixed recycling rate (paper, cans, glass, plastic).

Q1
AMBER

Q2
AMBER

YTD
AMBER

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	26.5%	28.9%	24.0%	23.68%
Q2	25.6%	25.7%	24.0%	23.66%
Q3	26.2%	25.6%	24.0%	
Q4		30.0%	24.0%	
Annual	26.1%	27.50%	24.0%	(YTD)

Comment: Slightly below target despite contamination rates being relatively low.

Q3 2022/23 results will be provided by Surrey Waste Services in Mar/Apr 2023.

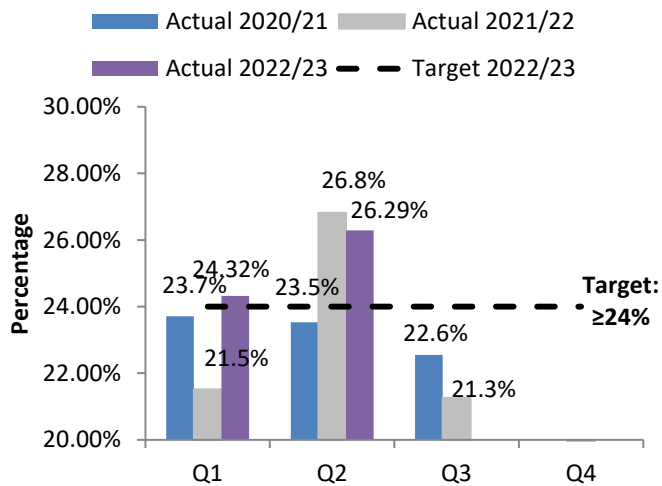
ES2: Garden waste and food waste recycling rate.

Q1
GREEN

Q2
GREEN

YTD
GREEN

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	23.7%	21.5%	24.0%	24.32%
Q2	23.5%	26.8%	24.0%	26.29%
Q3	22.6%	21.3%	24.0%	
Q4		19.0%	24.0%	
Annual	23.3%	22.1%	24.0%	(YTD)

Comment: On target.

Q3 2022/23 results will be provided by Surrey Waste Services in Mar/Apr 2023.

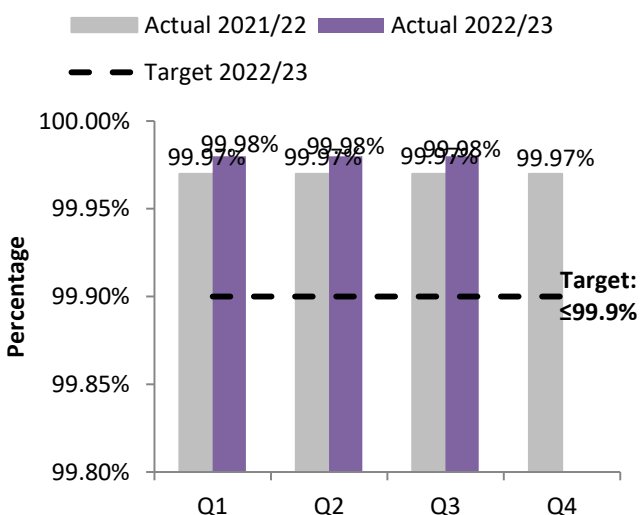
ES3: Percentage of bins collected.

Q2
GREEN

Q3
GREEN

YTD
GREEN

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	99.94%	99.97%	99.90%	99.98%
Q2	99.95%	99.97%	99.90%	99.98%
Q3	99.96%	99.97%	99.90%	99.98%
Q4	99.96%	99.97%	99.90%	
Annual	99.95%	99.97%	99.90%	(YTD)

Comment: On target.

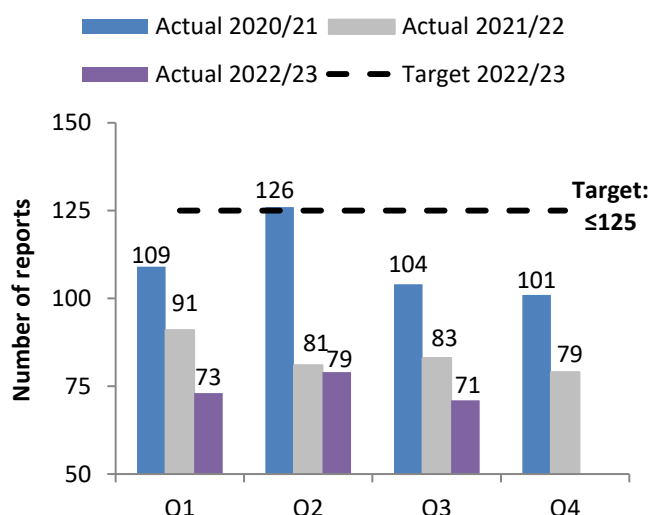
ES4: Number of street cleansing reports (overflowing litterbins, overflowing dog bins, and general litter/detritus).

**Q2
GREEN**

**Q3
GREEN**

**YTD
GREEN**

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	109	91	125	73
Q2	126	81	125	79
Q3	104	83	125	71
Q4	101	79	125	
Annual	440	334	500	223 (YTD)

Comment: On target.

COMMUNITY SERVICES

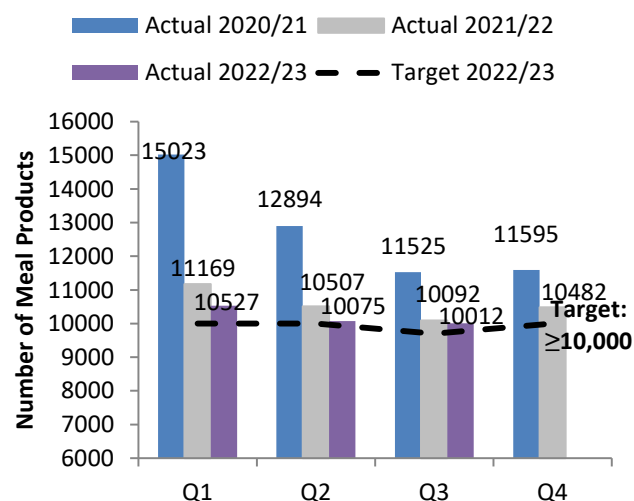
C1: Number of community meals products served per quarter (lunch and afternoon tea recorded as separate products).

**Q2
GREEN**

**Q3
GREEN**

**YTD
GREEN**

(Higher outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	15023	11169	10000	10527
Q2	12894	10507	10000	10075
Q3	11525	10092	9700	10012
Q4	11595	10482	10000	
Annual	51037	42250	39700	30614 (YTD)

Comment: Slight drop in numbers comparing Q3 to Q2, however this is not unusual given other arrangements made by families over the Christmas period.

Human Resources

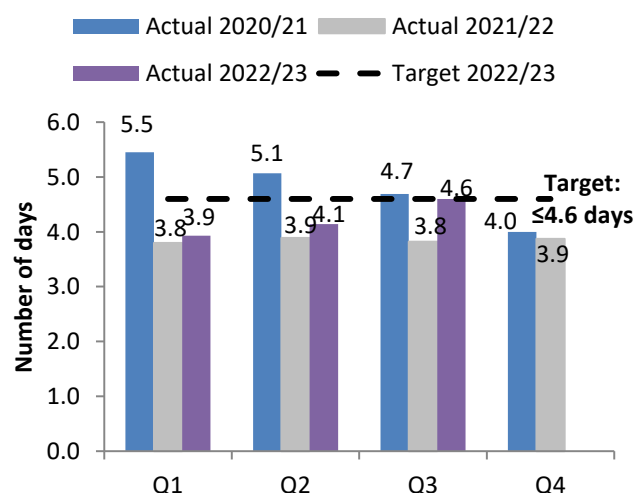
HR1: Average number of short term sickness days per FTE (Surrey benchmarking methodology – rolling year to date).

**Q2
GREEN**

**Q3
GREEN**

**YTD
GREEN**

(Lower outturn is better)



Quarter	Actual 2020/21	Actual 2021/22	Target 2022/23	Actual 2022/23
Q1	5.5	3.8	4.6	3.9
Q2	5.1	3.9	4.6	4.1
Q3	4.7	3.8	4.6	4.6
Q4	4.0	3.9	4.6	
Annual	4.0	3.9	4.6	4.6 (YTD)

Comment: On target.

Service Area Plans for corporate areas and the Corporate Action Plan (Sarah Hall, Head of Business Planning, Projects and Performance)

Synopsis of report:

This report provides a summary of the 2023/24 Service Area Plans for Finance, Customer, Digital and Collection Services, HR, and the Chief Executive's (CEX) Office for approval. The full proposed Service Area Plans for these areas can be found in Appendix 1-4.

The collective Corporate Action Plan for 2023/24 is compiled from planned activity taken from all Service Area Plans. This is provided for approval at Appendix 5.

Recommendation(s):

- i) Members approve the Service Area Plans for Finance, Customer, Digital and Collection Services, HR, and the CEX Office for delivery during 2023/24.
- ii) Members approve the collective Corporate Action Plan for delivery in 2023/24 collated from planned activity across all Service Area Plans.

1 Context and background of report

- 1.1 The annual business planning cycle for 2023/24 commenced with each Corporate Head of Service submitting any planned activity for the next Financial Year which requires growth.
- 1.2 In addition, in conjunction with the relevant Service Chair and Chair of Member Working Party, priority areas arising from Corporate Strategies have been agreed for the 2023/24 MWP work programme. These form the majority of the Service area's planned activity for 2023/24.
- 1.3 Business cases for growth items have then been prepared either as outline documents (further refinement and more detailed exploratory work is required during 23/24 before a full business case can be developed), or final business cases. Final business cases will need to be approved by Corporate Management Committee prior to release of any funds, therefore reports will be submitted for approval during 23/24 where at this stage, only outline business cases can be provided.
- 1.4 Subsequent to review of growth bids, Service Area Plans have been further developed to include planned activity that does not require growth, a Mission Statement to document a narrative of the service area's current position and its direction of travel over the lifecycle of the Corporate Business Plan, and a summary of each of the teams that form the service area and their business as usual activity and key statistics.
- 1.5 To ensure a 'golden thread' between Service Area Plans and team and individual plans, Corporate Heads of Service will use the planned activity to set team and individual objectives for 23/24.

- 1.6 Any projects identified as part of planned activity will be added to the project portfolio for 2023/24 and progress monitored and reported on a quarterly basis to Corporate Management Committee as per the project management methodology. Progress of non-project activity (one-off tasks, reviews, new BAU) will form part of the staff performance framework as these will be set as team and individual objectives for 23/24. In addition, the corporate reporting system in place currently for projects and corporate KPIs will be developed further to capture updates of non-project activity to report holistic progress of activity against the Corporate Business Plan.
- 1.7 Non-corporate Service Area Plans go to their relevant service committee for approval first. Service Area Plans for Housing, Community Services, Planning Policy, Development Control and Environmental Services have been approved at the relevant Service Cttee during Jan-Mar 2023. The Service Area Plan for Assets and Regeneration was approved as part of the area's Strategy and Policies report in Feb 2023.
- 1.8 This paper seeks approval for the remaining corporate Service areas of Finance, Customer, Digital and Collection Services, HR, Legal Services and the CEX Office.
- 1.9 A final approval of all deliverables set out within all Service Area Plans is sought from Corporate Management Committee approving the Corporate Action Plan (which is an amalgamation of all the plans for the year).

2 Report

- 2.1 The service area plans for the corporate service areas of Finance, Customer, Digital and Collection Services, HR, Legal Services and the CEX Office are presented to CMC for approval.

- 2.2 The full Service Area Plans can be found in Appendix 1-5. A summary is provided below for each corporate area.

2.3 **Finance Service Area Narrative and Mission Statement:**

To ensure the Council carries out its financial affairs in a fair, proportionate and professional manner, by providing clear financial and strategic advice to all stakeholders whilst adhering to statutory and professional regulations in the dealing and reporting of all financial transactions.

In the last 18 months the Financial Services team have lost a wealth of experience, however, with every setback comes opportunity. A restructure was undertaken in 2022/23 to help bring in new recruits with fresh ideas and enthusiasm to help alleviate resourcing issues and make sure the service is fit for the modern era.

The first 12 months of the new Corporate Business Plan (CBP) will be spent bedding in the new structure, settling in new recruits, establishing new ways of working and replacing an over-reliance on paper hard copy files. This will be assisted by the implementation of the new joint HR/Payroll system followed by the tendering for a much needed new Financial Management System (FMS).

The current FMS system is now 20 years old and no longer fit for purpose. Whilst the replacement of the system will be costly, it is currently a barrier to change both for the Financial Services team itself and for the Council as a whole. Due to its age and lack of investment, it contributes to issues of retention of new staff coming in across the Council who are used to more modern technology and processes.

As well as the day to day activities of a busy finance department, the team are very much embroiled in many of the various projects and initiatives set out in the CBP from participating in service reviews, assessing benefits packages and assisting in reviewing and developing new policy creation. In all initiatives, the team will be ensuring the financial consequences of decisions are planned, analysed and are robust and financial governance procedures are adhered to.

2.4 Key new areas of work in 2023/24 for Finance include:

- Soft market testing to support the business case and procurement strategy for a replacement Financial system
- Key stakeholder supporting implementation of the new HR/Payroll system
- Review of BACS payment system
- Procurement of a new Treasury Management system
- Implement the new requirements of International Financial Reporting Standard 16: Leases.

2.5 **Customer, Digital and Collection Services (CDCS) Service Area**

Narrative:

From April 2022, Customer Services lost seven staff within three months which had a major impact in service delivery. An action plan was developed to fast track recruitment and staff training as well incentivise those staff who remained in post. Work has continued with the website and customer relationship management system to enable customers to self serve and reduce the need to contact the Council via more traditional methods such as telephone, letter, face to face and email. Staff retention has been an issue across all areas within the division with vacancies carried across Revenues, Benefits, Parking, Infrastructure & Operations as well as the Transformation Team.

Revenues and Benefits have faced legislative challenges with the cost of living crisis and having to administer various grants from the Government in a relatively short period of time. Not only are the Team preparing for the new Business Rates Revaluation from April 2023, the Energy Rebate scheme was administered to approximately 21k people in a matter of months whilst the Benefits Team are dealing with the third tranche of the Household Support Fund in addition to reviewing the Council Tax Support Scheme for 23/24 year.

The Homes For Ukrainian Team are responsible for the administration of the Government Homes For Ukraine initiative. The Team comprise of two resettlement co-ordinators and one translator. The team are responsible for supporting both host and refugees families, working with government agencies, voluntary sector and Surrey CC to ensure refugees are supported and assist them with integration into the community. Welfare checks are carried out every three months to minimise breakdowns in relationships and the need to re-match with other hosts. The scheme has recently been extended for another 12 months to reduce the risk of homelessness albeit with a reduced

budget per refugee which will bring challenges around how much support the team can offer with regards to housing costs.

Surrey CC have announced that they will not be renewing the Agency Agreement for On-Street Parking Enforcement beyond 1 April 2023 which has had a serious impact on Parking Services resources, finances, customer complaints and IT systems.

Both teams within Digital Services have been carrying vacancies whilst delivering 'The Getting Fit for the Future' Transformation Programme. Several back office systems will need replacing over the next four years and cyber security is becoming a high priority across the organisation with a need to protect personal data and ensure systems are safe and secure. A hardware refresh is planned to support the Hybrid Working Project where over 300 staff will move to secure access through laptops and enable hot-desking by standardising kit across the Council.

The new Corporate Business Plan will focus on five themes of which the Organisational Development Theme will be the main focus of the division with the four strands; People; Process; Technology and Green will provide a clear framework which will provide effective governance across the division. Investing in both staff and technology, legacy systems will be replaced with modern technology that will support new and better ways of working.

2.6 Key new areas of work in 2023/24 for Customer, Digital and Collection Services include:

- Provide cyber security training to all staff
- Member device refresh and replacement of legacy IT hardware devices across the civic offices
- Implement hybrid meeting rooms in the civic centre to improve hybrid virtual meetings
- Support soft market testing to support the business case and procurement strategy for a replacement Financial system
- Manage the implementation of the HR/Payroll system
- Source and implement welfare reform software to support a corporate view of resident debt
- Review the software available for waste and recycling to improve optimisation of waste rounds
- Deliver business continuity/ disaster recovery solution funded by DLUHC
- Ensure legislative requirements are implemented to deliver business rates revaluation, the council tax support scheme and distribution of any support grants
- In conjunction with Assets & Regeneration, review all council owned car-parks to establish the potential for ANPR and EV charging.

2.7 **Human Resources (HR) Service Area Narrative:**

The Human Resources service is a support service whose primary role is to provide a comprehensive professional advisory service and professional HR support to the Council and Council-owned companies. Our internal customers are the Leadership Team and Members, managers at all levels and individual members of staff. The HR service is responsible for Strategic and Operational HR including employee Health and Safety. We liaise closely with Payroll on

appointments documentation and any contractual changes affecting pay or pensions. Our external customers are the management of RBCI and RBCS and applicants for vacancies.

Key external contacts:

- Occupational Health
- Jobs Go Public – who host the Surrey Jobs Portal
- Surrey Learning Partnership, external trainers, e-learning provider
- Surrey County Council Pensions Service and DBS service
- Surrey Heads of HR colleagues
- Health & Safety Executive
- Surrey H&S Group colleagues
- Recruitment website providers

The success of organisations turn to a significant degree on the skills, motivation, experience and contribution made by their workforce. HR has a major part to play in supporting managers to attract, develop and retain this workforce.

Our priorities for the next year will be to improve our recruitment service by encouraging managers to explore and use a wider range of tools and talent sourcing routes to attract the best candidates and to look at a range of measures to retain them. This will include a flexible benefits package as well as employee well-being initiatives. In addition, we have been looking at options to re-model the lower end of the pay structure to deal with the annual increases to the National Living Wage and its impact on our grading structure and options on addressing the cost of living crisis. We will have completed the Tier 3 training for Senior managers by the end of March '23 including Change Management, Emotional Intelligence and Political Awareness training and then we will commence the Tier 1 and 2 Management Development Training for first line supervisors (Tier 1) and Middle Managers(Tier 2) in the spring. Leadership Development is one of the key strands to ensuring the most effective management and leadership of staff to achieve the best outcomes.

In terms of ongoing services to be delivered, HR introduced a new Business Partnering model as part of our restructure in the spring. We now have a Senior Business Partner and 2 Business Partners who each work with a group of service areas to ensure they get high quality advice to deal with their people issues and develop their staff. A new role of Recruitment and Retention Manager was created who supervises two HR Assistants who deal with recruitment and selection, onboarding and induction of new staff and all day to day operational HR issues including liaison with Payroll. One of the Business Partners also looks after employee health and safety and has been refreshing a range of Health and Safety processes and training new staff on Fire Safety, First Aid etc, produced new Stress Management Guidelines and is working with other staff with H&S responsibilities to ensure maximum synergies. Another Business Partner has been working with the Head of HR on re-tendering our OH contract and is running a series of refresher sickness management training sessions for managers. She is also looking along with other HR team members at Well-being initiatives for staff including Health checks for the over 45s and having some Mental Health first aiders in the council. Small growth bids were submitted to finance these last two initiatives.

In the New Year the Recruitment and Retention Manager will be running refresher training on Recruitment and Selection. A recruitment toolkit is being developed to assist managers. The OD and Talent Management Strategies have a strong emphasis on effective leadership, motivation and employee development. However clearly the investment in staff training is subject to sustaining the Corporate training budgets. These strategies include introducing a small graduate programme and internal staff development programme for high flyers as well as identifying training needs for the wider workforce and incorporating these in training plans. Part of the forward plans for HR are refreshing and modernising employment policies as well as carrying on with the heavy day to day pressures on HR from casework, organisational reviews and recruitment. We will also be introducing Equalities training recognising the more diverse workforce we now employ.

The challenges will be fulfilling our ambitious programme alongside the operational pressures of a busy HR team. The anticipated drivers for change and challenges are most likely to result from the financial backdrop facing local and central government and the cost of living crisis and its impact on the workforce rather than from fresh legislative pressures. The other significant pressure will result from the work to implement the new HR and Payroll system once this is chosen. This type of project normally places a lot of work pressure on the service area concerned for a year to 18 months. However, once an integrated HR and Payroll system with employee and managerial self-service is introduced this should drive future efficiencies within the organisation.

2.8 Key new areas of work in 2023/24 for HR include:

- Key stakeholder supporting implementation of the new HR/Payroll system
- Review of staff flexible benefits
- Provide recruitment training and resources for Managers
- Implement the Talent Management Strategy and programme
- Review of corporate HR related policies
- Support service areas to develop workforce plans
- Develop an annual health and safety plan
- Deliver staff training including mental health awareness, ongoing management training

2.9 **Legal Services Area Narrative:**

The Business Unit comprises seven teams that undertake a diverse range of functions. Some of the teams discharge a statutory function such as Electoral Services, Local Land Charges and Data Protection. Some support the overall work of the Council such as Democratic Services, Legal Services, Office Services and Information Governance. The Office Services team provides a complete suite of administrative support.

There are situations when a team will carry out dual functions such as supporting the overall work of the Council and discharging a statutory function e.g. Democratic Services, which in addition to the provision of support for the democratic process also deals with matters such as licensing of charitable collections and street closure orders. The various teams contribute to the Corporate Strategies in a number of ways. Democratic Services facilitate decision making by the Council, which allows for the delivery of the Corporate Strategies. Legal Services provide high quality legal advice to ensure that the Council complies with its various legal obligations and discharges its

regulatory functions for the benefit of the inhabitants of the Borough. The Electoral Services Team supports the exercise of the democratic process by enabling people to register to vote and by organising various elections. They will be delivering changes introduced by the Elections Act 2022 over the next twelve months. These changes will create greater confidence in the integrity of the electoral process. The Local Land Charges Team will have to deal with the transfer to HM Land Registry of some of certain functions in respect of providing information in response to Local Land Charges searches, which are part of the suite of information required by people when purchasing property. The Council collects a vast range of personal data in order to deliver the various services it provides to its residents and businesses. The Information Governance Team and Data Protection Officer provide extensive advice and assistance to departments to ensure that they comply with the various legal obligations which exist in respect of Data Protection. There are a number of challenges which the various teams in the Business Unit will face over the next twelve months. As has already been highlighted the Electoral Services Team will have to implement the various changes which have been introduced by the Elections Act 2022. The Democratic Services Team will have to deal with the desire of Members to webcast meetings of the Council. This is seen as an important initiative by Members and is viewed as enabling transparency of the way in which the Council works. The Legal Services Team will face the challenge of providing legal advice in an environment where the recruitment of staff is proving difficult. This is not a problem which is unique to the Council or Legal Services. There is a greater awareness amongst the public of the issue of Data Protection. Personal data has a value and valid concerns exist when any organisation collects personal data. Due to the types of services the Council provides it has to collect and use personal data. The Information Governance Team and the Data Protection Officer provide advice to the Council to ensure it meets its legal obligations and thereby provides reassurance to the public that their personal data is safe in the hands of the Council.

- 2.10 Key new areas of work in 2023/24 for Legal Services include:
- Introduction and implementation of Voter ID system for local elections
 - Review of process for making appointments to external bodies
 - Review of process for sign-off of Committee reports
 - Adoption of internal protocol for Member Behaviour

2.11 **Chief Executive's Office (CEX) Service Area Narrative and Mission Statement:**

The mission of the Chief Executive's Office is to enable and encourage quality, effective and efficient performance across the Council, through collaborative working, for the good of the Borough's residents and businesses. This is focussed on collectively achieving the Council's vision as set out in the Corporate Business Plan and delivering outcomes described within the five underpinning strategies. The unit specifically supports frontline and professional services in delivering these corporate plans as well as their service-level plans through the successful achievement of approved projects, initiatives and activities.

We are a single unit comprising of a multi-disciplinary, skilled team empowered to carry out this mission by providing professional project management, procurement, communications and external relations expertise. We identify sources of funding, carry out design work, review policy, analyse

performance and data and, in doing so, support the work of the Chief Executive and Mayor. We also ensure our emergency planning response is first rate so we can exceed the expectations of residents at even the most challenging times.

The Chief Executive's Office comprises a multi-disciplinary, skilled team with a broad and varied remit to:

- interact and liaise with all service areas to help deliver their Corporate Business Plan objectives
- facilitate and manage cross-service initiatives including projects and service reviews as delegated by the Chief Executive
- provide corporate training on project management and procurement
- facilitate and support best value, compliant procurement activity for all service areas
- facilitate and manage professional communications and marketing for all service areas
- identify and facilitate new funding bids to support service delivery within the Corporate Business Plan
- represent the Council's interests as key stakeholder on strategic external projects
- review and analyse emerging relevant policies and legislation to identify any changes required to existing corporate policy
- organise civic events and support the Mayor's commitments
- provide organisational and office support to the Chief Executive including management of escalated complaints
- monitor and report progress and delivery against corporate KPIs (including achievement of the corporate Action Plan)
- protect and enhance the reputation of the Council, instilling and embedding the corporate vision and values

2.12 Key new areas of work in 2023/24 for the CEX Office include:

- Completion of the work to set the Runnymede Standard Carbon baseline
- Source funding opportunities that will support delivery of the Corporate Business Plan
- Support delivery of the Service Review programme
- Ensure readiness for changes required by the passing of the Procurement Bill
- Reprocure Emergency planning services
- Develop further the corporate reporting system and coordinate delivery of assurance reports including dashboards to track progress of projects, CKPIs, corporate action plan activities and climate change activities.
- Develop and implement an engagement strategy and social media strategy
- Review of corporate style guide

2.13 The full list of all Planned Activity compiled from all Service Area Plans can be found at Appendix 5. This forms the Corporate Action Plan for 2023/24.

This comprises 96 activities that are linked directly to the corporate business plan and the corporate strategies (labelled as CBP Strategy Action in the Type of Initiative column.)

In addition are a further 119 service-specific planned activities for delivery in 2023/24 (labelled as Income generation, Legislative/Regulatory change, Service Efficiency or Improvement, Staff/ Resources).

Table 1: Summary of initiatives by type and service area

Type of Initiative	No. identified
Corporate Business Plan Strategy Actions	96
Climate Change/ Environmental Sustainability	22
Economic Development	13
Empowering Communities	11
Health and Wellbeing	28
Organisational Development	22
Service Area Specific Actions	116
Income generation	5
Legislative/Regulatory Change	37
Service/efficiency improvement	56
Staff/Resources	18
Grand Total	212

The PMO will continue to work with the Corporate Heads of Service to ensure projects are identified from the planned activities and these enter the project portfolio pipeline for regular quarterly project management monitoring and reporting progress to this Committee as per previous years.

The PMO is also developing tools to support Corporate Heads in monitoring and reporting progress on the non-project activity (reviews, one-off activity, new BAU) to provide updates on achievements across the year that support overall delivery of the Corporate Business Plan. In addition, to support specific reporting of climate change actions from across the organisation, the PMO is developing a reporting mechanism in conjunction with the Local Plans Manager and Climate Change Officer.

- 2.14 Once approved, all Service Area Plans and the Corporate Action Plan will be published on the runnymede.gov.uk website.

3 Policy framework implications

- 3.1 Service Area Plans support the delivery of the Corporate Business Plan.
- 3.2 Specifically, those actions arising from Corporate Strategies that will be addressed in delivering the Service Plans can be seen in the Corporate Action Plan in Appendix 5 described as CBP Strategy Action in the Type of Initiative column.
- 3.3 Monitoring progress and achievement of project and non-project activity from Service Area Plans will ensure delivery of the Corporate Business Plan 2022-2026.

4 Resource implications

- 4.1 Capital and revenue growth identified and prioritised from Service Area Plans have been reported to this Committee as part of the budget setting process for 2023/24.

- 4.2 Provisional budgets have been incorporated into the Medium Term Financial Strategy (MTFS) / Housing Business Plan and budgets will be released upon committee approval for the schemes to progress.

5 Legal implications

- 5.1 The Corporate Business Plan is a central component of the local authority business architecture, linking key elements such as policy, organisation, operational activity, governance, and performance management. Service Area Plans describe what will be delivered to support achievement of the Corporate Business Plan within the 12-month period.
- 5.2 Plans are drafted in line with relevant legislation, in particular the Local Government Act 2001, the Local Government Reform Act 2014 and, where applicable, the Local Government Act 2019.

6 Equality implications

- 6.1 None arising directly from this report.

7 Environmental/Sustainability/Biodiversity implications

- 7.1 None arising directly from this report.

10. Conclusions

(To resolve)

Committee are asked to approve the Service Area Plans for the corporate service areas of Finance, HR, Legal, CEX Office, Customer, Digital and Collection Services.

Committee are asked to approve the overall Corporate Action Plan for 2023/24 which is compiled from all planned activity from Service Area Plans from across the Council

Background papers

Appendix 1: Finance Service Area Plan 2023/24

Appendix 2: HR Service Area Plan 2023/24

Appendix 3: Customer, Digital and Collection Services Service Area Plan 2023/24

Appendix 4: Legal Services Area Plan 2023/24

Appendix 5: CEX Office Service Area Plan 2023/24

Appendix 6: Corporate Action Plan for 2023/24

**Service Area Plan for Financial Year 2023/24**

Business Unit: Finance

Corporate Head of Service: Paul French

Version: 1.4 FINAL

Approvals

Approved by CLT: 14/12/22

Approved by Service Cttee: Date

Service Area Narrative and Mission Statement**Mission Statement**

To ensure the Council carries out its financial affairs in a fair, proportionate and professional manner, by providing clear financial and strategic advice to all stakeholders whilst adhering to statutory and professional regulations in the dealing and reporting of all financial transactions.

Service Area Narrative

In the last 18 months the Financial Services team have lost a wealth of experience, however, with every setback comes opportunity. A restructure was undertaken in 2022/23 to help bring in new recruits with fresh ideas and enthusiasm to help alleviate resourcing issues and make sure the service is fit for the modern era.

The first 12 months of the new Corporate Business Plan (CBP) will be spent bedding in the new structure, settling in new recruits, establishing new ways of working and replacing an over-reliance on paper hard copy files. This will be assisted by the implementation of the new joint HR/Payroll system followed by the tendering for a much needed new Financial Management System (FMS).

The current FMS system is now 20 years old and no longer fit for purpose. Whilst the replacement of the system will be costly, it is currently a barrier to change both for the Financial Services team itself and for the Council as a whole. Due to its age and lack of investment, it contributes to issues of retention of new staff coming in across the Council who are used to more modern technology and processes.

As well as the day to day activities of a busy finance department, the team are very much embroiled in many of the various projects and initiatives set out in the CBP from participating in service reviews, assessing benefits packages and assisting in reviewing and developing new policy creation. In all initiatives, the team will be ensuring the financial consequences of decisions are planned, analysed and are robust and financial governance procedures are adhered to.

Business Unit:	Finance
CHoS	Paul French
Service Area 1:	Accountancy
Service Area 2:	Exchequer Services
Service Area 3:	Other



Service Organisational Structure [Link to Council's structure](#)

Budget Book Information [Budget information 2022-23](#)

The Financial Services Section is managed by the Corporate Head of Finance (the Council's deputy section151 officer) and is split into two distinct teams – Accountancy and Exchequer Services. Its main function is to exercise the Council's statutory duties in relation to its financial administration and stewardship. This includes ensuring that the Council's plans and strategies are affordable and that there is sufficient money available to deliver them. This is achieved by robust budgeting and forecasting and the diligent collection and investment of money.

Description of Service (1) Accountancy

- Prepares and maintains the Council's Medium Term Financial Strategy (MTFS)
- Prepares, updates and monitors the Capital Strategy ensuring adherence to CIPFA and DLUHC requirements
- Prepares, updates and monitors the Treasury Strategy ensuring adherence to CIPFA and DLUHC requirements
- Monitors and prepares the Council's Housing Revenue Account, General Fund and Capital budgets.
- Produces the final accounts for the Council in accordance with professional and statutory guidance and regulations.
- Undertakes ongoing budget monitoring and reporting to SLT, Members and other stakeholders as appropriate
- Providing on-going financial advice to Members and officers at committee meetings, project groups, working parties, departmental team meetings and on a daily basis
- Undertakes in excess of £200million of investments a year- which need careful investment and risk management – and maintains the Council's borrowing position (£650million).
- Provides financial planning and financial advice to staff.
- Provides a full bookkeeping, accounting and treasury service to the Council's three companies including Accounts Payable, and a full debtors service to two of the Council's companies.
- Monthly treasury management reporting to Members and other stakeholders
- Daily banking, cashflow and treasury management recording
- Arranging training refresher sessions on the use of Total Finance and TotalView
- Completion of, and advice on, grant claims and completion of statutory returns to government
- Monthly VAT returns and annual Partial Exemption calculation

Description of Service (2) Exchequer Services

Accounts Payable

- Pay all of the Council's suppliers of goods and services, the majority of which are paid electronically (over 13,000 payments processed a year).
- Carrying out weekly payment runs for the payment to suppliers, housing benefit claimants, and refunds for Council Tax, Business Rates, Sundry Debts, and Housing Rents.
- Management of Construction Industry Scheme Tax (CIS) and reporting to HMRC.
- Submitting NFI returns for payments – Subsequently reviewing all returns and investigate any errors or potential cases of fraud.
- Quarterly KPI returns for invoices paid.

Payroll

- Undertakes the payroll for employees, Members, election staff & RBC Companies (approximately 6,500 transactions per year).
- Apply pay increases and tax code changes for all staff, members and employees for the three Runnymede payrolls.
- Submitting NFI returns for Payroll – Subsequently reviewing all returns and investigate any errors or potential cases of fraud.
- Annual Gender Pay reporting in conjunction with HR.
- Annual salary return for HR.
- Year end reconciliation & subsequent returns such as P11D, pension , P60's.

Purchasing

- Carries out the Council's central purchasing function including stationery, envelopes, uniforms and cleaning products and

negotiates/locates cheaper deals to save the Council money.

- Monthly purchase card statements, reviewing and extracting VAT total and transparency reporting for web site.
- Annual pension auto-enrolment exercise (tri-annual exercise but undertaken for three payrolls with different enrolment dates).
- Continual review of prices to obtain value for money when ordering stationery, uniforms and cleaning products.
- Review staff purchases to check that value for money is being achieved service by service and top spending one off purchases.

Accounts Receivable

- Issues and chases over 21,000 invoices a year amounting to over £22million per annum.
- Provides a full debtors service to the Council's three companies and to Surrey Heath BC's Community Services customers.
- When necessary, visits debtors to recover money owed and if necessary negotiate instalments.
- Receives, banks, allocates and reconciles all of the income received by the Council.
- Year end reconciliation and subsequent returns.
- Maintaining Payment Card Industry (PCI) accreditation for the Council's income collection methods (mobile handheld terminals, payment kiosk etc), keeping up to date with changes in legislation, returning compliant Self-assessment questionnaires and undertaking quarterly penetration scans and uploading results.
- Apply all fees and charges changes for April billing.

Insurance

- Arranges and manages the Council's insurance and that of its companies.
- Handles, reports and manages approx. 75 claims a year.
- Complete, submit and agree new insurance renewal terms and the management of all insurance claims during the year.
- Recharging all insurance premiums to the Council and Council owned company commercial and residential tenants.
- Submitting NFI returns for Insurance – Subsequently reviewing all returns and investigate any errors or potential cases of fraud.

Description of Service (3)

Other

Other business as usual activities undertaken in the department include:

- E-form creation and alterations as requested. Prices altered for April fees and charges
- Appraisals using the competency framework along with formalising one to ones and quarterly meetings
- Ongoing training of staff in the Purchase to Pay system requirements and general Financial Management
- Adhering to ongoing external audit requests for both the Council and it's companies – throughout the year
- Maintaining external suppliers, ICT system suppliers, insurance, banking and treasury relationships
- Retendering for Treasury Management consultants, banking services, Insurance services, insurance brokers, Stationery contracts, Cash collection contracts etc
- Update Business Plans, Business Continuity Plans etc

Service Area Plan for Year 2023/24

Business Unit: Finance

Corporate Business Plan/ Strategy Action
Type of Initiative = Legislation/ Regulatory requirement
Type of Initiative = Service/ efficiency improvement
Type of Initiative = income generation
Type of Initiative = Staff/ Resources requirement



Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
Service/ efficiency improvement	Accountancy	Retendering of the Council's Financial Management System to seek opportunities for potential cost savings and increased functionality and efficiency. Current system includes: •General ledger •Purchase Ordering •Budgeting •Creditors •Debtors •Cashbook	A fully supported system with more integration and efficiencies in processing	Must - the initiative has to be done	Financial Services/Corporate Head of Finance	Digital Services Procurement All Departments	Yes Provision of £500,000 in the Capital Programme	Soft Market Test anticipated to start in late 2022-23	Mar-25
Service/ efficiency improvement	Exchequer Services	Insurance Tender	A new tender in place by July 2023	Must - the initiative has to be done	Exchequer Services/Senior Accountant (Treasury & Transactions)	Procurement	Depends on tender submissions	Dec-22	Jul-23
Service/ efficiency improvement	Exchequer Services	Review of BACS payment systems to assess current value for money and opportunities for improvements	A new Tender in place by April 2024	Should - the initiative should be done	Exchequer Services/Senior Accountant (Treasury & Transactions)	Digital Services Revenues Housing Rents	None	Jun-23	Mar-24
Legislative/ Regulatory Change	Accountancy	Implement the new requirements of International Financial Reporting Standard 16: Leases. IFRS16: Leases is a major change in accounting affecting both Public and Private sector alike. It brings all leases, contract hire and	Adherence to legislation and professional standards	Must - the initiative has to be done	Accountancy/ Senior Accountant (Technical & Commercial)	No	None	Apr-23	Mar-24
Service/ efficiency improvement	Exchequer Services	Introduce Apple Pay & Google Pay as payment method	New ways for customers to pay for our services	Could - the initiative could be done if time/resource s allow	Exchequer Services/Senior Accountant (Treasury & Transactions)	Digital Services	Yes	When available from supplier	TBC
Service/ efficiency improvement	Exchequer Services	Implement a new joint HR/Payroll software system to benefit from efficiencies between the two disciplines	A fully supported system with more integration and efficiencies in processing	Should - the initiative should be done	Exchequer Services/Senior Exchequer Services Officer	HR	Already budgeted for	Soft Market Test began in Dec 21	01/04/2024 for Payroll element
Legislative/ Regulatory Change	Exchequer Services	NFI creditor and payroll data submission	Adherence to legislation and professional standards	Must - the initiative has to be done	Exchequer Services/Senior Exchequer Services Officer	none	none	Sep-23	Oct-23

Service Area Plan for Year 2023/24

Business Unit: Finance

Colour Key:	Corporate Business Plan/ Strategy Action
	Type of Initiative = Legislation/ Regulatory requirement
	Type of Initiative = Service/ efficiency improvement
	Type of Initiative = income generation
	Type of Initiative = Staff/ Resources requirement



Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
Service/ efficiency improvement	Exchequer Services	Review opportunities for automating and simplifying bank reconciliation process	Quicker, more accurate data provision with less manual intervention	Should - the initiative should be done	Exchequer Services/Seni or Accountant (Treasury & Transactions)	Digital Services	Yes - potential interface costs	Jun-23	Mar-24
Service/ efficiency improvement	Accountancy	Treasury Management System Tender		Should - the initiative should be done	Corporate Head of Finance	Procurement Digital Services	Depends on tender submissions	May-23	Dec-23

Service Area Plan for Financial Year 2023/24

Business Unit: Customer, Digital and Collection Services

Corporate Head of Service: Linda Norman

Version: 1.2 FINAL DRAFT

Approvals

Approved by CLT: 21/12/22

Approved by Service Cttee: Date

Service Area Narrative and Mission Statement

From April 2022, Customer Services lost seven staff within three months which had a major impact in service delivery. An action plan was developed to fast track recruitment and staff training as well incentivise those staff who remained in post. Work has continued with the website and customer relationship management system to enable customers to self serve and reduce the need to contact the Council via more traditional methods such as telephone, letter, face to face and email. Staff retention has been an issue across all areas within the division with vacancies carried across Revenues, Benefits, Parking, Infrastructure & Operations as well as the Transformation Team.

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Business Unit:**Customer, Digital and Collection Services**

CHoS

Linda Norman

Service Area 1:

Customer Services

Service Area 2:

Digital Services

Service Area 3:

Post and Document Management Services

Service Area 4:

Housing Benefits

Service Area 5:

Revenues

Service Area 6:

Parking Services

Service Area 7:

Homes 4 Ukraine

Service Organisational Structure

<https://www.runnymede.gov.uk/working-us/leadership-team>

Budget Book Information

[Budget information 2022-23](#)**Description of Service (1)****Customer Services**

Main Purpose: The aim of the service is to provide our customers with the information they require at first point of contact as much as possible, in a way that meets their needs and desires yet still being affordable to the Council. The Customer Services team is trained in a multi-disciplinary way to answer simple queries on a wide range of services whether the customer visits in person, contacts us by telephone or e-mail. This will deliver a cost-effective modern service which meets customer and corporate needs through the development and use of appropriate technologies whilst maintaining customer care and statutory responsibilities.

This service is split into two distinct areas:

Statutory Team which works on Council Tax and Housing- related matters:

- Moves
- Discounts
- DD
- Refunds
- Payment arrangements
- Housing tenancy management
- Housing Maintenance
- Work schedules, orders, administration
- Garage rentals
- Rent payments; arrears; statements

Community Team which works on Environmental and Leisure-related matters:

- Environmental protection (fly tipping, abandoned vehicles, stray dogs, graffiti, noise, anti-social behaviour)
- Registration of public health licenses (dog breeding, tattoos, piercing, acupuncture, food safety)
- Parking – processing PCN's, DVLA access, appeals
- Parking permits and waivers
- Green waste • Food waste
- Street cleansing • Rubbish & Recycling
- Halls & Day centres
- Leisure and sports bookings • Events in parks

The team deal with general high-volume enquiries including:

- Telephony • Reception • Payments • Council Tax • Housing maintenance
- Tenancy management • Green waste

Key Functions and relevant Statistics from Previous Year/ projections for next FY:

Amount of correspondence received in relation to Customer Services in 19/20 59,331

Number of telephone calls taken in Customer Services in 19/20 132,011

Description of Service (2)**Digital Services**

Main Purpose: The Digital Services team are responsible for all aspects of the ICT service i.e. network, infrastructure, security, applications, hardware, software and support. No aspect of the ICT service is outsourced to a third-party provider.

The core objectives for the team are:

- To keep the network, all applications and systems operational at all times to support the delivery of services

- To maintain the network, applications, systems, security, hardware and software to the highest level
- To lead and advise the organisation in the choice, procurement and implementation of new applications, systems, software and hardware
- To provide the staff and councillors with the necessary training and advice to use the equipment and systems
- To keep up to date with the latest technologies and inform the Council how innovation can improve service delivery
- To maintain a working relationship with all other Surrey Districts, Boroughs, the County, third sector, suppliers and business partners
- To provide a means of ensuring that problems and issues are resolved as quickly as possible.
- To secure the network, data and information against external threats
- To ensure that applications and systems are fit for purpose and are operating both efficiently and effectively
- To manage the Council website

The team have responsibility for:

Cyber security audit

Penetration test and PSN compliance

Microsoft home office for staff

Member device and support

Regular software upgrades of back office systems

Obtain and maintain PCI DSS compliance

Obtain and maintain PSN certificate and compliance

Disaster Recovery and Business Continuity testing

Maintain Digital services contract register & system asset database

Update Business Continuity Plan

Key Functions and relevant Statistics from Previous Year: Service Desk stats Jan 2021 to Dec 2021 5994 compared to 5445 for Jan 2022 to Dec 22

Description of Service (3)

Post and Document Management Services

Main Purpose: This team has been moved back into Digital Services and is managed by the Digital Services Transformation Manager. This section deals with all incoming post to the Council and sorts the correspondence at a basic level for other services areas. It provides scanning and indexing facility as required by departments with a large part of their work back-scanning documents into Information@Work (I@W) once services have processed the paper copy. For some areas, the work is scanned directly into the I@W once the correspondence has been categorised and referenced. Staff have a working knowledge of the Verification Framework Code of Practice for handling Housing Benefit documents.

Key Functions and relevant Statistics from Previous Year: Outgoing mail for Jan 21 to Dec 21 224,986 compared to 170,428 for Jan 22 to Dec 22. Incoming mail from April 22 to Dec 22 is 14,892. Previous years not available.

Description of Service (4)

Housing Benefits

Main Purpose: The Housing Benefits team deal with all aspects of Housing Benefit and Council Tax Support administration:

- Appeals
- Hardship and Welfare advice
- Discretionary Housing Payments
- Overpayment
- Verification of documents
- Government partnership working
 - Real Time Indicators (RTI)
 - Automated Transfer Local Authority System (ATLAS)
 - Customer Information System (CIS)
- Assessment of
 - Housing Benefit
 - Council Tax Support
- Local Housing Allowance
 - Registered Social Landlords
 - Council Tenants
 - Short term temporary accommodation
 - Private tenures

Key Functions and relevant Statistics from Previous Year:

Amount of correspondence received in relation to Housing Benefits in 19/20 28,889

Number of telephone calls taken in Housing Benefits in 19/20 10,761

Description of Service (5)

Revenues

Main Purpose:

The Revenues section deal with the more complicated aspects of Council Tax administration:

- Business Rates
- Valuation office schedules
- Completion Notices
- Building works
- Appeals
- Exemptions
- Complaints
- Freedom of Information requests
- Sole or main residence appeals
- Court attendance
- Enforcement agents
- Attachment to Earnings/Benefits/allowances
- Charging orders
- Insolvency
- Tracing absconders

Key Functions and relevant Statistics from Previous Year (19/20):

Council Tax collection rates - 98.4%

Business Rates collection rates - 99.2%

Recovery notices for Council Tax - 14,440

Recovery notices for Business Rates -772

Number of DD payers for Council Tax -25,501

Number of DD payers for Business Rates - 961

Amount of correspondence received in relation to Council Tax - 10,931 (Back Office) - 12,892 (Customer Services)

Amount of correspondence received in relation to Business Rates - 2,723

Number of telephone calls taken in Council Tax - 1,238

Description of Service (6)

Parking Services

Main Purpose:

The Parking Team deal with the administration, collection and enforcement of Penalty Charge Notices (PCN) for both On-street and Off-Street Parking. The Team are responsible for ensuring road safety and free flow of traffic across the Borough and for ensuring customers who use Council owned car parks pay for the service provided. In August, the team also took over the management of Runnymede Pleasure Ground car park and the Automatic Number Plate Recognition (ANPR) system installed at that location.

In 2020/21, the team issued 7557 PCN and answered 3275 calls. The Team deal with all aspects from informal challenge to Tribunal Hearings. The Civil Enforcement Officers patrol 37 hours a week across 7 days from 7.00 in the morning to 9.00pm at night on a rota to ensure service delivery

Description of Service (7)

Homes 4 Ukraine

Main Purpose:

The Homes For Ukrainian Team are responsible for the administration of the Government Homes For Ukraine initiative. The budget is approximately £426k which will go towards administering the scheme including thank you payments to hosts and support with Housing costs as required. The Team comprise of two resettlement co-ordinators and one translator. The team are responsible for:

- supporting 106 refugees and 70 host families
- updating the Home Office portal,
- working with North West Surrey Volunteers and other stakeholders to ensure the refugees are supported and assist them with integration into the community.
- carrying out mandatory checks required by the government to ensure that sponsors are suitably vetted
- undertake welfare visits at 3,6,9 and 12 month intervals.

Service Area Plan for Year 2023/24

Business Unit: Customer, Digital and Collection Services

Colour Key:

	Corporate Business Plan/ Strategy Action
	Type of Initiative = Legislation/ Regulatory requirement
	Type of Initiative = Service/ efficiency improvement
	Type of Initiative = Income generation
	Type of Initiative = Staff/ Resources requirement



ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
00047	CBP Strategy Action	Digital Services	Ongoing from 2022/23: Procure and implement a new HR and Payroll solution to underpin the transformation of the HR and Payroll services.	New efficient and effective combined system to manage both employee records and payroll information	Should - the initiative should be done	Stephen Bowen	Finance and HR	Growth Officer resource	Nov-21	Jun-24
00046	CBP Strategy Action	Digital Services	Provide corporate training on cyber security and how to protect the information staff handle.	Protects the organisation from cyber attacks	Must - the initiative has to be done	Adam Hecquet		Growth - £15K	Apr-22	Mar-26
00055	CBP Strategy Action	Digital Services	Member device refresh to be reviewed every four years to enable members to conduct their civic duties in a modern and efficient way	Enables Members to conduct civic duties in a modern and efficient way and go paperless to meet the green agenda	Must - the initiative has to be done	Linda Norman		Capital hardware budget in place, already provisioned	Apr-23	Mar-24
00059	CBP Strategy Action	Digital Services	Rollout of hardware refresh replacing legacy IT hardware with new laptops, docking stations and monitors to standardise workstations across the Council	Enables Officers to work effectively and efficiently wherever their location, will facilitate hot-desking in future	Should - the initiative should be done	Linda Norman		Capital hardware budget in place, already provisioned	Nov-22	Mar-23
00040	Service/ efficiency improvement	Digital Services	Build on our WCAG 2.1 accessibility success by working on our PDF/document improvement plan to remove all documents with accessibility issues by the end of 2022.	Supporting people with disabilities to use our website	Should - the initiative should be done	Stephen Bowen		None	Ongoing from 22/23	Ongoing
00043	CBP Strategy Action	Parking Services	Implement our online parking portal to digitise the parking service and increase our online offer within One Account.	Improves customer experience of those that want to pay or challenge PCNs in a secure system	Should - the initiative should be done	Linda Norman		Budget in place	Sep-23	Sep-25
00060	CBP Strategy Action	Digital Services	Implement hybrid meeting equipment within meeting rooms across the Civic Centre to enable hybrid working across the Council	Enable attendees to have an improved meeting experience when joining meetings virtually as well as in person.	Should - the initiative should be done	Stephen Bowen		Budget in place	Apr-23	Mar-24
CDCS 999	Service/ efficiency improvement	Digital Services	Ongoing from 2022/23: NEC Housing Phase 2 implementation	Efficient and effective Housing system including online access to rent accounts and repairs	Must - the initiative has to be done	Stephen Bowen	Housing, NEC consultancy	None	Ongoing from 22/23	Jul-23
00048	Service/ efficiency improvement	Digital Services	Procure and implement a new financial management system to provide the tools to transform our finance service area.	Efficient and effective Finance system to enable smarter ways of working	Must - the initiative has to be done	Stephen Bowen	Finance	Growth - already in MTFS via digital transformation programme. Officer resource	Oct-23	Dec-25
CC038	Legislative/ Regulatory Change	Parking Services	Review all car parks to establish the potential to install EV Charging Point facilities and ANPR car parking management	ANPR will enable self-enforcing car-parks and secure revenue streams for parking	Must - the initiative has to be done		Climate Change, Parking Services, Surrey County Council, other funding streams	Growth - ANPR £500K (based on 2020/21 business case), EVC -£500K (guesstimate)	Jul-22	Mar-24

Service Area Plan for Year 2023/24

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ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CDCS 002	Legislative/ Regulatory Change	Revenues	Business rates revaluation	Comply with legislation	Must - the initiative has to be done			£8K	Feb-23	Apr-23
CDCS 003	Legislative/ Regulatory Change	Revenues	CTS scheme	Comply with legislation	Must - the initiative has to be done			£8K	Feb-23	Apr-23
CDCS004	Service/ efficiency improvement	Benefits	Welfare reform software (for cost of living/ corporate debt team activity)	To support vulnerable residents with their payments to Council services and to ensure priority debt is addressed and departmental income are not all chasing for the same disposal income	Must - the initiative has to be done			£20K	Apr-23	Mar-24
CDCS 005	Legislative/ Regulatory Change	Revenues	Support grants from Govt - implementation (Revs/Bens/)	Comply with legislation	Must - the initiative has to be done			£5K (may be nil if new burden funding is available and agreed)	Apr-23	Mar-24
CDCS 008	Service/ efficiency improvement	Digital Services	Waste & recycling software improvements	To improve efficiency of waste collections and allow real time access for customers to report missed bins. Will enable optimisation of waste collection rounds	Should - the initiative should be done		DSO	£50K capital plus additional revenue to account for extra modules to encompass route mapping and optimisation	Apr-23	Mar-24
CDCS 009	Legislative/ Regulatory Change	Digital Services	Business Continuity and Disaster recovery	To reduce risk of outages and system failures that may disrupt service delivery	Must - the initiative has to be done			£60K (funded from cyber security grant DLUHC)	Jan-23	Jun-23

Service Area Plan for Financial Year 2023/24

Business Unit: Human Resources
 Corporate Head of Service: Fiona Skene
 Version: 1.0 CLT Final

Approvals

Approved by CLT: 14/12/23
 Approved by Service Cttee: Date

Service Area Narrative and Mission Statement

The Human Resources service is a support service whose primary role is to provide a comprehensive professional advisory service and professional HR support to the Council and Council-owned companies. Our internal customers are the Leadership Team and Members, managers at all levels and individual members of staff. The HR service is responsible for Strategic and Operational HR including employee Health and Safety. We liaise closely with Payroll on appointments documentation and any contractual changes affecting pay or pensions. Our external customers are the management of RBCI and RBCS and applicants for vacancies.

Key external contacts:

- Occupational Health
- Jobs Go Public – who host the Surrey Jobs Portal
- Surrey Learning Partnership, external trainers, e-learning provider
- Surrey County Council Pensions Service and DBS service
- Surrey Heads of HR colleagues
- Health & Safety Executive
- Surrey H&S Group colleagues
- Recruitment website providers

The success of organisations turn to a significant degree on the skills, motivation, experience and contribution made by their workforce. HR has a major part to play in supporting managers to attract, develop and retain this workforce.

Our priorities for the next year will be to improve our recruitment service by encouraging managers to explore and use a wider range of tools and talent sourcing routes to attract the best candidates and to look at a range of measures to retain them. This will include a flexible benefits package as well as employee well-being initiatives. In addition we have been looking at options to re-model the lower end of the pay structure to deal with the annual increases to the National Living Wage and its impact on our grading structure and options on addressing the cost of living crisis. We will have completed the Tier 3 training for Senior managers by the end of March including Change Management, Emotional Intelligence and Political Awareness training and then we will commence the Tier 1 and 2 Management Development Training for first line supervisors(Tier 1) and Middle Managers(Tier 2) in the spring. Leadership Development is one of the key strands to ensuring the most effective management and leadership of staff to achieve the best outcomes.

In terms of ongoing services to be delivered, HR introduced a new Business Partnering model as part of our restructure in the spring. We now have a Senior Business Partner and 2 Business Partners who each work with a group of service areas to ensure they get high quality advice to deal with their people issues and develop their staff. A new role of Recruitment and Retention Manager was created who supervises two HR Assistants who deal with recruitment and selection, onboarding and induction of new staff and all day to day operational HR issues including liaison with Payroll. One of the Business Partners also looks after employee health and safety and has been refreshing a range of Health and Safety processes and training new staff on Fire Safety, First Aid etc, produced new Stress Management Guidelines and is working with other staff with H&S responsibilities to

ensure maximum synergies. Another Business Partner has been working with the Head of HR on re-tendering our OH contract and is running a series of refresher sickness management training sessions for managers. She is also looking along with other HR team members at Well-being initiatives for staff including Health checks for the over 45s and having some Mental Health first aiders in the council. Small growth bids were submitted to finance these last two initiatives.

In the New Year the Recruitment and Retention Manager will be running refresher training on Recruitment and Selection. A recruitment toolkit is being developed to assist managers. The OD and Talent Management Strategies have a strong emphasis on effective leadership, motivation and employee development. However clearly the investment in staff training is subject to sustaining the Corporate training budgets. These strategies include introducing a small graduate programme and internal staff development programme for high flyers as well as identifying training needs for the wider workforce and incorporating these in training plans. Part of the forward plans for HR are refreshing and modernising employment policies as well as carrying on with the heavy day to day pressures on HR from casework, organisational reviews and recruitment. We will also be introducing Equalities training recognising the more diverse workforce we now employ.

The challenges will be fulfilling our ambitious programme alongside the operational pressures of a busy HR team. The anticipated drivers for change and challenges are most likely to result from the financial backdrop facing local and central government and the cost of living crisis and its impact on the workforce rather than from fresh legislative pressures. The other significant pressure will result from the work to implement the new HR and Payroll system once this is chosen. This type of project normally places a lot of work pressure on the service area concerned for a year to 18 months. However once an integrated HR and Payroll system with employee and managerial self-service is introduced this should drive future efficiencies within the organisation.

Business Unit:	Human Resources
CHoS	Fiona Skene
Service Area 1:	HR Business Unit



Service Organisational Structure	Please see attached
Budget Book Information	Budget information 2022-23
Description of Service	HR Business Unit

Main Purpose:

The Human Resources Business Unit supports the whole organisation and individual services on employment matters, including a wide range of personnel and training topics. The HR Business Unit is responsible for both strategic and operational HR, (i.e. anticipating the future workforce needs of the organisation and delivering against them and supporting operational service delivery). The work of the unit includes:

- **Workforce planning** – Ensuring the organisation has the workforce it needs now and in the future. This role includes recruitment and selection support to ensure that the right people are in place, at the right time, with the right skills to achieve the Council's key priorities and service delivery to the community within the resources available. Maintenance of the HR computer system and scanned personnel records.
- **Development of Employment policies** - HR facilitates and protects the Council's position as an employer through the provision of a robust framework of employment policies and procedures in accordance with best practice and employment law and supports managers to operate within them.
- **Learning and Development** - Learning and Development provides a strategic approach to L&D within the organisation with the aim of lifting managerial and employee skills within the organisation. HR also works in partnership with other Surrey Councils to provide a shared training programme covering certain aspects of employee and skills development. There is access to a suite of e-learning courses for immediate and cost-effective access to development tools. This area also has oversight of the Council's apprenticeship scheme.
- **Reporting to Corporate Management Committee, HR Member Working Group and Leadership Team** on employment issues, as required. This includes proposed changes to employment policies, Pay and Benefits, L&D, reporting workforce statistics etc. HR undertakes workforce monitoring required for performance indicators, Gender Pay Gap reporting, benchmarking and statutory returns and publishes workforce information required including annually on diversity of the workforce (Equality Act) and pay policy (Localism Act).
- **Change Management** - HR plays an important role in change management in facilitating whatever changes relating to the workforce are required including restructures, redundancies, TUPE transfers and any proposed changes to conditions of service or employment policy.
- **Individual Casework** - Supports managers in the management of individual cases including disciplinary, performance, grievance, re-grading, sickness management cases, (including liaison and referral to occupational health)
- **Client management of the Occupational Health (OH) contract** and employee counselling services
- **Consultation with UNISON** over corporate or departmental organisational change issues, and resolving issues arising over individual or specific matters.
- **Advisory service** - Responds to employment queries from managers, staff and UNISON.
- **Health and Safety advice and support** relating to the workforce - including management and leadership of Safety Committee, development of safety policies, procedures and training and the introduction of well-being initiatives. The HR Business Partner responsible for H&S is part of the Team reporting directly to the Corporate Head of HR.
- **Pensions** – Maintaining up to date knowledge of the Local Government Pensions Scheme and obtaining quotes for employees

- Pensions – maintaining up to date knowledge of the Local Government Pensions Scheme and obtaining quotes for employees as required
- RBCS and RBCI – Providing a responsive HR service to RBCS and RBCI.

The service covers all permanent, temporary and occasional workers directly employed by Runnymede Borough Council.

Much of the work is responsive depending on the changing needs of services and the level of vacancies/restructures/individual case work that arises.

Employment and Health & Safety policies, arrangements and the management of staff must comply with employment, health & safety and pensions' legislation and case law precedent.

Following a restructure of the HR Team in the spring of 2021, the new HR team is composed as follows:-

- 1.0 FTE Head of Human Resource – Fiona Skene
- 1.0 FTE Senior Business Partner -Joanne Attrill
- 1.0 FTE HR Business Partner/H&S Adviser -Hannah Cavalier
- 1.0 FTE HR Business Partner -Sarah Herbert
- 0.59 FTE Policy and Projects Officer– Jasmine Lisher
- 1.0 FTE Recruitment and Retention Manager -Chantelle Morris
- 1.0 FTE HR Assistant - Emily Taylor
- 0.80FTE HR Assistant - Vicky Crossan

Fiona Skene, Corporate Head of Human Resources, is a Chartered Member of the Chartered Institute of Personnel and Development. She provides expert professional support and advice to the Leadership Team and managers and is Runnymede's representative at the Surrey HR Group (SHARP). Fiona also acts as the main HR adviser on change management issues such as reorganisations and reviews and is a member of the Surrey Pensions Board.

Jo Attrill is the new Senior HR Business Partner is a very experienced HR professional responsible for providing HR advice and support to a group of Operational service areas as well as having oversight of the Training Programme.

She also manages the Council's apprenticeship and e-learning programmes and represents Runnymede on the Surrey Learn Partnership Group, working with colleagues across the county on the shared training arrangements.

The two HR Business Partners each provide support to a group of operational departments. One also looks after workforce health and safety and the other is client manager of the occupational health contract.

Jasmine Lisher, HR Policy and Projects Officer works on HR projects and policies.

Vicky Crossan, HR Assistant (P/T) and Emily Taylor, HR Assistant, provides support in the recruitment, selection and appointment of staff, employment records including sickness reporting, and general administration, as well as admin support for health and safety.

Key Business Unit/Team statistics/volumes:

All the figures below relate to the period between 1st April 2021 and 31st March 2022:

Average headcount– 453; 418fte

Starters – 66

Turnover –19.9 % (NB This takes into account a Voluntary Redundancy exercise, retirements, organisational reviews and turnover)

Service Area Plan for Year 2023/24

Business Unit: Human Resources

Colour Key:	Corporate Business Plan/ Strategy Action
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Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CBP Strategy Action	HR Business Unit	Pay is kept under regular review to be competitive particularly within areas of skills shortages	Annual pay award is reviewed in light of the cost of living crisis as a priority item	Should - the initiative should be done	Y - Separate growth item	Started	Apr-23
Legislative/ Regulatory Change	HR Business Unit	Re-model the bottom end of the pay structure (ongoing project from 22/23)	Salary Grade 3 no longer exists due to the increase in the national living wage therefore require to re-model the salary grades accordingly	Should - the initiative should be done	Y - Est.£257,100 for option one but costs depend on model ultimately chosen.	Started	Apr-23
CBP Strategy Action	HR Business Unit	The financial and non-financial benefits package is kept under regular review	Improved recruitment and retention	Could - the initiative could be done if time/resources allow		Ongoing	Ongoing
Staff / Resources	HR Business Unit	One initiative that could be introduced as part of Staff Benefits review OD015	Bringing in Health Screening for the over 40s	Could - the initiative could be done if time/resources allow	Part of overall review of non-financial benefits as one option to consider		
CBP Strategy Action	HR Business Unit	A package of flexible benefits is developed that is sufficiently attractive within the marketplace	Improved recruitment and retention	Should - the initiative should be done	If growth is identified, this will come forward for 24/25 budget		Mar-25
CBP Strategy Action	HR Business Unit	HR to work closely with line managers to ensure that training, development, and job opportunities are marketed in the most effective way and using the most appropriate media.	Improved recruitment and retention	Must - the initiative has to be done	Any costs of recruitment advertising is met by the Recruiting Service Area	Apr-22	Mar-26
CBP Strategy Action	HR Business Unit	Develop and implement a Talent Management Strategy and programme to include: •Corporate Heads identifying and developing talent in their service areas •Opportunities to work on localised or corporate projects to build skills and experience. •Opportunities to present reports to Members and senior management.	Develop skills of workforce/motivate and retain staff	Should - the initiative should be done	N	Apr-22	Mar-26

Service Area Plan for Year 2023/24

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Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CBP Strategy Action	HR Business Unit	Corporate review of policies Pay Policy Maternity/Paternity Policy Agile/Hybrid working policy Flexible working policy Disciplinary policy Absence policy Health & Safety policy	Corporate Governance	Must - the initiative has to be done	Officer Resources	Apr-22	Mar-26
CBP Strategy Action	HR Business Unit	Review existing and develop new policies to encourage colleagues to adopt Active Travel to commute to work through: •Green Travel policy for employees •Salary Sacrifice Scheme to purchase bicycles. •Season Ticket Loan Scheme for commute to work.	Contribute to Climate Change agenda	Should - the initiative should be done		Feb-23	Mar-24
CBP Strategy Action	HR Business Unit	Service Heads and senior managers in service areas work with HR Business Partners to produce a practical service workforce plan to resolve skills gaps in their service areas	Anticipate future workforce needs	Should - the initiative should be done	N	Ongoing	Ongoing
CBP Strategy Action	HR Business Unit	All Employees will have a Personal Development Plan	Staff and skills development	Must - the initiative has to be done	Officer Resources	Apr-22	Mar-24
CBP Strategy Action	HR Business Unit	An annual H&S plan will be prepared to ensure staff Health and Safety is given adequate prominence	invest in training replacement staff in key areas of Health and Safety training senior managers in their H&S responsibilities as well as first aid and fire warden training etc.	Must - the initiative has to be done	Funding required found from elsewhere in HR budget	Apr-22	Mar-26
Staff / Resources	HR Business Unit	Provide access to training for staff in Mental Health Awareness/Mental Health First Aid, to ensure greater recognition of the prevalence of mental health to support employees.	Training 12 staff as Mental Health First Aiders(i.e one per service area and one spare)	Must - the initiative has to be done	Part of Corporate review of all proposed corporate training	Apr-23	Sep-23
Staff / Resources	HR Business Unit	Provide management training in a)Mentoring and coaching their staff and working in action learning sets b)Developing the effectiveness of virtual teams c)Training all managers in emotional intelligence	Supports the achievement of CBP strategy actions OD003, OD002, OD024, OD028	Should - the initiative should be done	Part of Corporate review of all proposed corporate training	EI started	Sep-24
CBP Strategy Action	HR Business Unit	Implement Tier One - Supervisory Management Development Programme	improved management skills	Should - the initiative should be done		Apr-23	Mar-24

Service Area Plan for Year 2023/24

Business Unit: Human Resources

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CBP Strategy Action	HR Business Unit	SLT form action learning sets to encourage their personal development	improved management skills	Could - the initiative could be done if time/resources allow		Dec-23	Mar-24
CBP Strategy Action	HR Business Unit	Implement Tier Two Management Development Programme	improved management skills	Should - the initiative should be done		Jan-23	Apr-23
Service/ efficiency improvement	HR Business Unit	Client and key user of new HR/Payroll system (ongoing project as part of Digital Transformation from 22/23). Significant Officer resource will be required during contract mobilisation, implementation of the new system and system training during 23/24.	New fit for purpose combined HR and Payroll system (see Digital Services SAP action) that HR are trained to use	Must - the initiative has to be done	Budget for new system is part of Digital Transformation budget held by Digital Services	Mar-23	Apr-24



Service Area Plan for Financial Year 2023/24

Business Unit: Law & Governance
 Corporate Head of Service: Mario Leo
 Version: 1.2 FINAL DRAFT

Approvals

Approved by CLT: 07/12/22
 Approved by Service Chair: Date
 Approved by Service Cttee: Date

Service Area Narrative and Mission Statement

The Business Unit comprises seven teams that undertake a diverse range of functions. Some of the teams discharge a statutory function such as Electoral Services, Local Land Charges and Data Protection. Some support the overall work of the Council such as Democratic Services, Legal Services, Office Services and Information Governance. The Office Services team provides a complete suite of administrative support.

There are situations when a team will carry out dual functions such as supporting the overall work of the Council and discharging a statutory function e.g. Democratic Services, which in addition to the provision of support for the democratic process also deals with matters such as licensing of charitable collections and street closure orders. The various teams contribute to the Corporate Strategies in a number of ways. Democratic Services facilitate decision making by the Council, which allows for the delivery of the Corporate Strategies. Legal Services provide high quality legal advice to ensure that the Council complies with its various legal obligations and discharges its regulatory functions for the benefit of the inhabitants of the Borough. The Electoral Services Team supports the exercise of the democratic process by enabling people to register to vote and by organising various elections. They will be delivering changes introduced by the Elections Act 2022 over the next twelve months. These changes will create greater confidence in the integrity of the electoral process. The Local Land Charges Team will have to deal with the transfer to HM Land Registry of some of certain functions in respect of providing information in response to Local Land Charges searches, which are part of the suite of information required by people when purchasing property. The Council collects a vast range of personal data in order to deliver the various services it provides to its residents and businesses. The Information Governance Team and Data Protection Officer provide extensive advice and assistance to departments to ensure that they comply with the various legal obligations which exist in respect of Data Protection. There are a number of challenges which the various teams in the Business Unit will face over the next twelve months. As has already been highlighted the Electoral Services Team will have to implement the various changes which have been introduced by the Elections Act 2022. The Democratic Services Team will have to deal with the desire of Members to webcast meetings of the Council. This is seen as an important initiative by Members and is viewed as enabling transparency of the way in which the Council works. The Legal Services Team will face the challenge of providing legal advice in an environment where the recruitment of staff is proving difficult. This is not a problem which is unique to the Council or Legal Services. There is a greater awareness amongst the public of the issue of Data Protection. Personal data has a value and valid concerns exist when any organisation collects personal data. Due to the types of services the Council provides it has to collect and use personal data. The Information Governance Team and the Data Protection Officer provide advice to the Council to ensure it meets its legal obligations and thereby provides reassurance to the public that their personal data is safe in the hands of the Council.

Business Unit:**Law & Governance****CHoS****Mario Leo**

Service Area 1:	Electoral Services
Service Area 2:	Legal Services
Service Area 3:	Democratic Services
Service Area 4:	Office Services
Service Area 5:	Information Governance
Service Area 6:	Data Protection
Service Area 7:	Local Land Charges

Service Organisational Structure [Link to Council's Organisation Chart](#)

Budget Book Information [Budget information 2022-23](#)

Description of Service (1) Electoral Services

Main Purpose:

Responsible for overseeing the infrastructure of the electoral process, including electoral registration and conduct of elections. The team discharges the Council's legal obligation to provide support to the Chief Executive in his capacity as Electoral Registration Officer and Returning Officer, which are positions he is appointed to by the Council and carry with them personal responsibility for those functions. The team administers on an annual basis the compilation of the register of electors and will organise the conduct of a wide range of elections on a regular basis. They also assist with reviewing and implementing local and parliamentary boundary changes. A further function of the team is conducting the periodic review of polling places and polling stations. In recent years the team has dealt with the challenges presented by the introduction of Individual Elector Registration (IER). The team has three staff, supplemented by casual staff at critical times such as annual canvass and elections.

Process annual canvass of Electors which involves reviewing over 63,000 voters, organising Borough elections for fourteen wards and County Council elections for the six Electoral Divisions situated in the borough and assisting in elections for the Police and Crime Commissioner and General Elections for the Runnymede & Weybridge constituency taking on approximately a further 16,500 electors from Elmbridge Borough Council. Postal vote refresh exercise dealing with approximately 500 voters.

Description of Service (2) Legal Services

Main Purpose:

Performs the various functions of advising the Council and its Committees: - providing legal advice across the Council remit, advice on governance matters and undertaking legal casework for various Business Units. The team carries out the full range of activities that is expected of an in-house legal function, ranging from the drafting of contracts, the conduct of civil and criminal litigation, the sale and purchase of land and Council properties, regeneration and managing a commercial property portfolio, advising on housing matters, regulatory and licensing functions, employment and planning matters. Members of the team attend meetings of the various committees and working groups of the Council to provide legal and procedural advice. The team also provides advice to the Council regarding its statutory obligations under equalities legislation. The team has eight staff.

Deal with a variety of complex legal matters, processing on average 400 new instructions (volume varies from year to year) which involve attending Court (from Magistrates', County and Crown Court level up to the High Court and Court of Appeal). Attending and advising 110 Council meetings supporting colleagues in Democratic Services.

Description of Service (3) Democratic Services

Main Purpose:

Responsible for the provision of an efficient committee administration service to the Council, its committees, Member Working Parties, the provision of support to Councillors and supporting effective and lawful decision making. The team also deals with miscellaneous administrative tasks such as some aspects of licensing, appointments to external bodies, some grant aid, some road closure/car parking orders, street trading consents, review of Constitution and maintenance of committee webpages. The team also prepares the Complaints/Compliments reports for Councillors and Officers. A further function of the team is to co-ordinate the Council's response to investigations by the Local Government and Social Care Ombudsman. The team provides support to individual Councillors by acting as a source of information and advice, undertaking research and maintaining the records of Member interests and service records. The team oversees the induction of newly elected members and providing support to the Independent Remuneration Panel when it undertakes its periodic reviews of Member allowances. The team's

principal responsibility is to ensure that all the necessary legal and constitutional requirements are complied with to guarantee that the various meetings of the Council are properly convened and decisions are made lawfully. The team also provides senior support during the various elections organised by the Council. The team has five staff.

Produce Agendas for approximately 110 meetings annually convened by the Council and produces the Minutes of those meetings. Provides support to all forty-one members of the Council. The team deals with 20 road closure orders per annum. Each year 40 applications for charitable collections are also processed. Each year 20 – 30 grant aid applications are processed and it administers approximately 75 appointments to outside bodies.

Description of Service (4)

Office Services

Main Purpose:

A small team that provides support to the Business Centre through the provision of specialist documentation production, records management, some financial management, general administrative duties and support. During election periods the team also assists its colleagues in the Electoral Services Team. The team has two staff.

Manages approximately 4000 paper files and 1000 deeds, agreements, contracts, departmental and corporate records. Various document production e.g. contracts, leases and documents for court cases. Producing Committee agendas and minutes and web related material in respect of the democratic process. Provides financial services to the department, and occasionally to other departments. In addition, supporting colleagues around the organisation with Land Registry searches, investigation for HMO's etc.

Description of Service (5)

Information Governance

Main Purpose:

A small team that provides advice to the Council and staff in relation to Information Governance matters. The team will also undertake a review of the Council's existing Information Governance Strategy and review the way in which the Council manages its diverse information databases (to ensure all new compliance measures are demonstrated). The function also deals with Freedom of Information requests received by the Council. In respect of Freedom of Information requests the officer concerned acts as a central point of contact for such requests, disseminates requests to colleagues for completion, co-ordinates responses to requests that span a number of service areas and provides advice and assistance to colleagues in respect of dealing with Freedom of Information requests. There is one full time member of staff discharging the function.

The function deals with over 500 - 600 Freedom of Information requests per annum.

Description of Service (6)

Data Protection

Main Purpose:

The Data Protection Officer (DPO) has to ensure that the data protection rules are respected in cooperation with the data protection authority (for the Council this is the Information Commissioners' Office (ICO)). In the Council the DPO must ensure that controllers and data subjects are informed about their data protection rights, obligations and responsibilities and raise awareness about them. Give advice and recommendations to the Council about the interpretation or application of the data protection rules. Ensure data protection compliance within the Council and help the Council to be accountable in this respect. Handle queries or complaints. Cooperate with the ICO (responding to requests about investigations, complaint handling, inspections conducted by the ICO). Draw the Council's attention to any failure to comply with the applicable data protection rules. There is one part- time member of staff discharging the function.

Description of Service (7)

Local Land Charges

Main Purpose:

A small team which discharges the Council's statutory function to process and respond to searches of the Local Land Charges Register maintained by the Council. The team generate income for the Council and interacts with a number of other departments of the Council to ensure that the Local Land Charges Register is kept up to date. The team is highly reliant on the use of modern technology to ensure that information is accurate. The team has three staff (two part-time).

The Team holds and maintains the Register of Local Land Charges processing approximately 1,100 Local Land Charges searches and 500 Register data amendments per annum.

Service Area Plan for Year 2023/24

Business Unit: Law & Governance

Colour Key:	Corporate Business Plan/ Strategy Action
	Type of initiative = Legislation/ Regulatory requirement
	Type of initiative = Service/ efficiency improvement
	Type of initiative = income generation
	Type of initiative = Staff/ Resources requirement



ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
LG001	Legislative/ Regulatory Change	Electoral Services	Introduction of Voter ID required by the Elections Act 2022	To have in place a Voter ID system in time for elections in May 2024	Must - the initiative has to be done	N	Apr-23	May-24
LG003	Service/ efficiency improvement	Democratic Services	Review of process used by Council to make appointments to external bodies.		Should - the initiative should be done	N	Oct-22	May-23
LG004	Legislative/ Regulatory Change	Democratic Services	Adoption of internal protocol to guide Member Behaviour		Should - the initiative should be done	N	Oct-22	May-23
LG005	Legislative/ Regulatory Change	Legal Services	Review of system adopted for sign off of Committee reports.		Should - the initiative should be done	N	Oct-22	May-23
LG006	Legislative/ Regulatory Change	Legal Services	Review of Contract Standing Orders		Should - the initiative should be done	N	Oct-22	May-23
LG007	Legislative/ Regulatory Change	Legal Services	Review of Local Code of Governance		Must - the initiative has to be done	N	Oct-22	May-23
LG008	Legislative/ Regulatory Change	Legal Services	Review of Property Delegations		Must - the initiative has to be done	N	Oct-22	May-23
LG009	Legislative/ Regulatory Change	Legal Services	Creation of clear process for submission of alternative budget		Should - the initiative should be done	N	Dec-22	May-23

Service Area Plan for Year 2023/24

Business Unit: Law & Governance

Colour Key:	Corporate Business Plan/ Strategy Action
	Type of initiative = Legislation/ Regulatory requirement
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ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
LG010	Legislative/ Regulatory Change	Democratic Services	Constitution Review		Must - the initiative has to be done	N	Feb-23	May-23
LG011	Legislative/ Regulatory Change	Information Governance	Co-ordinate Council responses to Freedom of Information Act 2000 requests	BAU	Must - the initiative has to be done	N	May-22	May-23
LG012	Legislative/ Regulatory Change	Democratic Services	Issues Agenda papers for meetings of Full Council and Committees	BAU	Must - the initiative has to be done	N	May-22	May-23
LG013	Legislative/ Regulatory Change	Legal Services	Induction of new Members elected in May 2023 Borough Elections	BAU	Should - the initiative should be done	N	May-23	May-23
LG014	Legislative/ Regulatory Change	Electoral Services	Conduct May 2023 Borough Elections	BAU	Must - the initiative has to be done	N	Jan-23	May-23
LG015	Legislative/ Regulatory Change	Electoral Services	Annual Election Register Canvass	BAU	Must - the initiative has to be done	N	Sep-22	Dec-22
LG016	Staff / Resources	Electoral Services	Upgrading of existing Electoral Services Trainee post from Grade 4 to Grade 5		Should - the initiative should be done	£3k incl on cost	Dec-22	Jan-23



Service Area Plan for Financial Year 2023/24

Business Unit: Chief Execs Office

Corporate Head of Service: Paul Turrell

Supported by: Sarah Hall / Peter Le Riche / Marcel Steward

Version: 1.0

Approvals

Approved by CLT: 01/03/23

Approved by Service Cttee:

Service Area Narrative and Mission Statement

The mission of the Chief Executive's Office is to enable and encourage quality, effective and efficient performance across the Council, through collaborative working, for the good of the Borough's residents and businesses. This is focussed on collectively achieving the Council's vision as set out in the Corporate Business Plan and delivering outcomes described within the five underpinning strategies. The unit specifically supports frontline and professional services in delivering these corporate plans as well as their service-level plans through the successful achievement of approved projects, initiatives and activities.

We are a single unit comprising of a multi-disciplinary, skilled team empowered to carry out this mission by providing professional project management, procurement, communications and external relations expertise. We identify sources of funding, carry out design work, review policy, analyse performance and data and, in doing so, support the work of the Chief Executive and Mayor. We also ensure our emergency planning response is first rate so we can exceed the expectations of residents at even the most challenging times.

The Chief Executive's Office comprises a multi-disciplinary, skilled team with a broad and varied remit to:

- interact and liaise with all service areas to help deliver their Corporate Business Plan objectives
- facilitate and manage cross-service initiatives including projects and service reviews as delegated by the Chief Executive
- provide corporate training on project management and procurement
- facilitate and support best value, compliant procurement activity for all service areas
- facilitate and manage professional communications and marketing for all service areas
- identify and facilitate new funding bids to support service delivery within the Corporate Business Plan
- represent the Council's interests as key stakeholder on strategic external projects
- review and analyse emerging relevant policies and legislation to identify any changes required to existing corporate policy
- organise civic events and support the Mayor's commitments
- provide organisational and office support to the Chief Executive including management of escalated complaints
- monitor and report progress and delivery against corporate KPIs (including achievement of the corporate Action Plan)
- protect and enhance the reputation of the Council, instilling and embedding the corporate vision and values
- innovate and instigate change where necessary to maintain and enhance the health of the organisation

Business Unit:**Chief Execs Office**

CHoS	Sarah Hall / Peter Le Riche / Marcel Steward
Service Area 1:	Corporate Strategy
Service Area 2:	Corporate Policy
Service Area 3:	Corporate Performance
Service Area 4:	Procurement Office
Service Area 5:	Project Management Office
Service Area 6:	Emergency Planning, Business Continuity, and Corporate Risk
Service Area 7:	External Projects
Service Area 8:	Bid and Funding Support
Service Area 9:	Public Relations and Marketing
Service area 10:	Internal communications
Service area 11:	Design of print and online documents and graphics and create video

Organisational Structure [Link to webpage](#)

Budget Book Information [Budget information 2022-23](#)

Description of Service (1) Corporate Strategy

Main Purpose: The Head of Business Planning, Projects and Performance is responsible for co-ordination of the creation of the Corporate Business Plan and ensure there is a strong 'golden' thread between the Corporate Business Plan, Corporate Action Plan and Business Unit/Service Area Plans (other members of SLT are responsible to ensure their team action plans and appraisals can also be linked to the Corporate Business Plan). It is also the Head of Business Planning, Projects and Performance responsibility to monitor progress against the Corporate Business Plan and the annual Corporate Action Plan.

For 2023/24, development of reporting of planned activity from across the organisation (non-project activity e.g. reviews, one-off activity and new BAU) and in particular progress of any corporate action plan initiatives will be delivered. Mechanisms to track and report specifically on activities that will benefit climate change is also being developed.

Description of Service (2) Corporate Policy

Main Purpose: The research, analyses, and creation of new potential corporate policy changes which are not specifically related to other business centres or HR is a function sits within the team. A Graduate Policy Officer position has been added to the team to support this function.

Description of Service (3) Corporate Performance

Main Purpose: The Head of Business Planning, Projects and Performance is responsible for co-ordinating and monitoring the Performance Management Framework. The purpose of the framework is to ensure the Council's performance with the Corporate Performance/Activity Indicators and the Corporate Action Plan is monitored.

One of the responsibilities of the PMO team is to capture, collate and analyse corporate performance data on a regular and frequent basis to provide reports to senior management and Members. To support this, a dashboard has been developed to summarise performance data which supplements written reports. The service area also oversees Surrey Benchmarking and the production of the Borough Profile.

The Head of Public Relations and Marketing is also responsible for co-ordinating and producing an Annual Report to summarise the year's performance.

Description of Service (4) Procurement Office

Main Purpose: The corporate Procurement Office was established within the Council to ensure that purchases for the supply of goods/ works/ services are achieved in accordance with the Council's Contract Standing Orders and the Public Contract Regulations (PCR) 2015.

Procurement is the process for buying goods, services and works: from identifying and specifying the requirement through to

Procurement is the process for buying goods, services and works, from identifying and specifying the requirement through to award of the contracts to deliver the goods or provide the service or works.

The team are committed to supporting departments and contract managers in proactively planning for procurement exercises to ensure that due diligence is carried out and sufficient time is planned to prepare the requirements and documentation before an invitation to tender is issued. In doing this, we aim to deliver 'right first time' procurements that support the Council's Mission to deliver services, enhance our environment, and improve the economy by working with local people and partners for the greater good of the community.

The Procurement Strategy for 2023-2026 has been developed to align to the new Corporate Business Plan and new policies for Social Value and Sustainable Procurement have been produced. Harnessing social value from our commissioning and contracts will be a priority during this time period.

The team provide procurement training alongside a comprehensive toolkit of resources, templates and guidance. During 2023/24 it is anticipated that the Procurement Bill will be passed which will require a review and update of processes and procedures.

The Procurement Board was implemented to streamline processes and plan on a monthly basis for future procurements and the resources required. Terms of Reference are to:

1. Review referred CSO waiver applications and where appropriate, provide the delegated authority to approve the request.
2. Review and approve Sourcing Plans for procurement exercises requiring a tender (>£25,000), allocate required resources and agree preparation timeline alongside other workload.
3. Provide resolution of issues that may occur as part of preparation for or during the procurement exercise.
4. Support adoption and implementation of the Council's Procurement Strategy.
5. Identify continuous improvement opportunities.

Description of Service (5)

Project Management Office

Main Purpose: The Project Management Office (PMO) was established in Sept 2018 and has responsibility for ensuring a Project Management approach across the organisation to support, monitor and report on the progress of projects within the Council's Project Portfolio.

The team supports a wide range of projects by leading as Project Manager on assigned corporate projects, taking responsibility end to end for successful project delivery or by supporting the Project Manager per se with preparation and maintenance of project documentation throughout the project life cycle. During 2022/23 the team have supported corporate and cross-organisational projects including Grounds Maintenance options appraisal and the subsequent mobilisation project, a review of safeguarding policy and necessary actions, CCTV service provision, Safety Advisory Group (SAG) review, Befriending service provision.

The team collect and analyse project data from across the organisation and have developed a series of dashboard views to provide senior management and Members with project portfolio progress updates.

The team provide project management training alongside a comprehensive toolkit of resources, templates and guidance. A quarterly Project Management newsletter is produced for the project management community highlighting key projects and best practice.

In addition, the PMO has developed service discovery methodology. The objective of service discovery is to support services to identify opportunities for change to become more efficient and release resource capacity. The PMO will therefore support service reviews prioritised and delegated by the Chief Executive during 2023/24

Description of Service (6)

Emergency Planning, Business Continuity, and Corporate Risk

Main Purpose:

The functions of Emergency Response Planning are Business Continuity plan management and the co-ordination of the Corporate Risk Register. This includes provision of emergency response training delivered by Applied Resilience Limited

Emergency Planning creates and updates a range of emergency plans working with key partners to effectively respond to incidents.

Business Continuity involves working with the Senior Leadership Team to ensure there are service-level plans for how we would manage a major interruption to the delivery of services. The Business Continuity Plans sit underneath the overarching Emergency Response Plan.

The Corporate Risk Register identifies, and rates risks to the Council. Identified risks are mitigated the extent possible.

Identified risks are monitored by considering all the key documents described above. The Corporate Risk Register is updated on a quarterly basis by the Senior Leadership Team.

Description of Service (7)

External Projects

Main Purpose:

The function of External Projects is to monitor and represent the interests of the Borough in all major external infrastructure projects which impact the Borough and its residents. This includes Borough representation on all related forums and interest groups and responding to relevant consultations. Current projects include:

- Recovery and future expansion of Heathrow Airport
- Major infrastructure projects affecting the Borough
- o Esso Pipeline
- o River Thames Scheme
- Lobbying national government: Surface Access to Heathrow

Description of Service (8)

Bid and Funding Support

Main Purpose:

To identify viable strategic applications for substantial funding from government and other sources, in order to help deliver the Council's plans and services.

To identify alternative funding options to meet needs identified in the corporate business plan which otherwise would not be funded.

To create and match pipelines of viable projects and funds, and project manage funding applications.

To build a picture of the Corporate Business Plan aspirations of SLT and other relevant officers across RBC in order to identify opportunities that tie in CBP delivery.

To provide a grant searching service to supply up-to-date funding intelligence.

Description of Service (9)

Public Relations and Marketing

Main Purpose: The role of the team is to protect and enhance the reputation of the Council. In addition we deliver lead generation for engagement in services and subscription to revenue-raising functions, through professional management of the authority's communications and marketing needs.

From a resources perspective, the team's efforts are focussed on:

- Ensuring that information available to the public is timely, accurate and consistently delivered.
- Mass communication,
- Two-way communication,
- External corporate communication – highlighting the work of the organisation as an entity
- Service based communication, supporting individual service areas to raise their profile.
- Reactive issue handling,
- Marketing of Council services and facilities,
- Crisis communication, in conjunction with the senior leadership team, senior councillors, Applied Resilience and public sector partners.
- Media relations,
- Corporate internal communication,
- Owning and developing key channels of communication,
- Management of the Council's brand and presentation through its style guide,
- Developing the Council's engagement work, in co-ordination with service area colleagues.

We use a number of tools and channels of communication to deliver this work including print and online.

Description of Service (10)

Internal Communications

Main Purpose:

To help colleagues understand the role they play in achieving the aims of the organisation

To deliver a regular flow of news and information to celebrate successes, raise awareness of key programmes.

To support the Chief Executive in engaging with colleagues across the Council through fora and other forms of messaging.

To manage the Council's intranet, keeping core information up to date and enabling colleagues to update localised content.

To advise managers on effective ways to deliver communications to their teams and support change when required.

Description of Service (11)

Design of print and online documents and graphics and create video

Main Purpose:

To ensure that the Council is presented as a single professional and trusted organisation through consistent and high standards of design in print, online and video content.

To create individual designs

To advise colleagues on localised design work, ensuring it meets corporate standards set out in our Style Guide.

To create design work which supports the needs of frontline and professional services

Service Area Plan for Year 2023/24

Business Unit: Chief Execs Office

Colour Key:	Corporate Business Plan/Strategy Action
	Type of initiative - Legislation/Regulatory requirement
	Type of initiative - Service/efficiency improvement
	Type of initiative - Income generation
	Type of initiative - Staff/Resource requirement



ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CC001	CBP Strategy Action	External Projects	Establish methodology, define KPI's, and set Runnymede Standard Carbon Baseline (RSCB) for RBC Controlled Operations.	1) Set Carbon Emissions Baseline to track progress against 2030 (RBC) & 2050 (National) Net Zero Targets	Must - the initiative has to be done	Marcel Steward	Planning Policy, Climate Change Officer Comms	No additional growth required	Apr-22	Mar-23
EC012	CBP Strategy Action	External Projects	Ensure that until the RTS is completed, adequate cover is in place for flood emergencies including flood wardens and community groups.	1) Flood Resilience 2) Community Welfare	Must - the initiative has to be done	Marcel Steward	1) Community Services 2) Env. Services 3) Comms 4) HR 5) All other departments are required	No	Oct-22	Jul-25
CC008	CBP Strategy Action	External Projects	Represent the Council in the Heathrow Recovery Plan	Positively influence the outcomes from HRW Recovery and development to protect the health & wellbeing of residents	Must - the initiative has to be done	Marcel Steward	1) Environmental Services - Noise & Air Quality 2) Economic Development 3) Planning Policy	No	Ongoing	Ongoing
CC009	CBP Strategy Action	External Projects	Heathrow Surface Access	1) Essential to bring about <i>modal shift</i>	Must - the initiative has to be done	Marcel Steward	1) Economic Development 2) Planning Policy	No	Ongoing	Ongoing
EC013	CBP Strategy Action	External Projects	Monitor the development of Heathrow to ascertain the potential economic benefits of growth to the Borough whilst evaluating the environmental impact. Reflect our residents' views to government. Heathrow Airports Limited and statutory bodies on important issues such as night flights, noise pollution and surface access.	Positively influence the outcomes from HRW Recovery and development to increase employment opportunities for Runnymede residents and maintain the economic viability of the Borough to attract and sustain business	Must - the initiative has to be done	Marcel Steward	1) Economic Development 2) Planning Policy	No	Ongoing	Ongoing
EC014	CBP Strategy Action	External Projects	Lobby for a much improved Southern Rail access to Heathrow and beyond into North London.	1) Essential to bring about modal shift 2) Essential to create & sustain economic vibrancy of the Borough	Must - the initiative has to be done	Marcel Steward	1) Economic Development 2) Planning Policy	No	Ongoing	Ongoing
CC010	CBP Strategy Action	External Projects	Coordinate with the Environment Agency and Surrey County Council on the River Thames Project	1) Promote, influence and assist in the delivery of the RTS flood alleviation scheme	Must - the initiative has to be done	Marcel Steward	1) Finance 2) Legal NOTE: Planning DM as Statutory Consultee under Planning Act 2008	Y - Costs covered by the RTS Project	Ongoing	2024 / 2025

Service Area Plan for Year 2023/24

Business Unit: Chief Execs Office

Corporate Business Plan/Strategy Action
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ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
EC011	CBP Strategy Action	External Projects	Take a lead role in the implementation of the River Thames Scheme (RTS) in co-ordinating the Development Consent Order. Seek to ensure that RTS brings with it a range of environmental gains and leisure and recreational opportunities. Continue to work	1) Flood Resilience 2) Community Welfare 3) Biodiversity Increase 4) Carbon Sequestration 5) Recreation 6) Active Transport	Must - the initiative has to be done	Marcel Steward	1) Finance 2) Legal NOTE: Planning DM as Statutory Consultee under Planning Act 2008	No	Ongoing	Ongoing - Channel Commissioning 2030
CC005	CBP Strategy Action	Bid and Funding Support	Source substantial funding opportunities from Government, Local Enterprise Partnerships & other sources to support Council & Community Climate Change Projects	Funding for all Council initiatives & projects dependent on availability	Must - the initiative has to be done	Howard Collins	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	Apr-22	Apr-2030 / 2050
EC015	CBP Strategy Action	Bid and Funding Support	Seek new opportunities for funding economic infrastructure and climate change initiatives in the Borough.	Funding for all Council initiatives & projects dependent on availability	Must - the initiative has to be done	Howard Collins	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	Apr-22	Apr-2030 / 2050
EC018	CBP Strategy Action	Bid and Funding Support	To seek to be prepared and able to bid for resources through the work of the Council's new bid writer but with input from the Strategic Leadership team where appropriate to be prepared to compete for major sources of funding.	Funding for all Council initiatives & projects dependent on availability	Must - the initiative has to be done	Howard Collins	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	Apr-22	Apr-2030 / 2050
EC001	CBP Strategy Action	Public Relations and Marketing	Formulate an engagement strategy including with communities in deprived areas. The primary tool emanating from this will be the re-launch of the Citizens Panel as a representative sample of the Runnymede community, and subsequently use it to draw standing panels for individual issues and consultations, including on climate change. The panel will also be used to select focus groups for specific topics.	Set-up of Citizen's Panel (subject to Member approval). Management of panel by Electoral Services, major user of panel, Communications.	Should - the initiative should be done	Peter Le Riche (Communications); Kath Richards (Electoral Services)	Digital Services	Yes. £15K from Shared Prosperity Fund (subject to member approval) for engagement/recruitment via an agency. £5K per annum revenue growth for panel incentives	Jul-23	Dec-23
OD051	CBP Strategy Action	Project Management Office	Service Review programme to be formulated with re-engineering at the heart of the process. Managers will lead the workshops within and between service areas to ensure maximum efficiency	Standard ToR for a Service Review and consistent approach and understanding.	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No	Apr-23	Mar-24
OD032	CBP Strategy Action	Project Management Office	Conduct a baseline assessment of reviews to be undertaken and prioritisation of service areas.	List of reviews to be undertaken in priority order	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No	Jan-23	Mar-23
OD029	CBP Strategy Action	Project Management Office	Update and implement a corporate service review and improvement toolkit supported by evidence-based research.	Toolkit and resources for internal use	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No	Jan-23	Mar-23

Service Area Plan for Year 2023/24

Business Unit: Chief Execs Office

Colour Key:	Corporate Business Plan/Strategy Action
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	Type of initiative - Staff Resources requirement



ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CEX001	Legislative/Regulatory Change	Procurement Office	Implement changes necessary as a result of the passing of The Procurement Bill, which will reform the existing EU Procurement Rules. 6 month period for implementation upon approval of Legislation	This will require: Changes to CSOs in the Constitution Potentially change of e-procurement software (if InTend does not meet the Open Contracting Standard) Production and publication of a forward plan of procurements Amendments to the procurement toolkit to account to changes to the PCR	Must - the initiative has to be done	Sarah Hall (Procurement)	Legal; CLT/ SLT; Buying Managers, Constitution MWP	May require staff growth TBC; may require growth for e-procurement system est. £30K capital, £5K revenue per annum S&M.	Apr-23	Sep-23
CEX002	Service/efficiency improvement	Procurement Office	Implement any outcomes as a result of the investigation of a Shared Service for Procurement across neighbouring Boroughs.	Project management of any implementation plan	Must - the initiative has to be done	Sarah Hall (Procurement)	Legal; CLT/ SLT; Buying Managers, Constitution MWP	Maintain consultancy services to support change. Growth £30K in 23/24	Apr-23	Jun-23
CEX003	Staff / Resources	Procurement Office	Successfully recruit to existing vacancies in Procurement (Procurement Officer). Depending on outcome of Shared Services review, agree JD/PS for Procurement Manager and recruit to post	Full complement of staff	Must - the initiative has to be done	Sarah Hall (Procurement)	Amanda Fahey	Advertisements in relevant publications/websites - £2K in budget for 23/24. This could increase if recruitment rounds do not attract applicants. Growth £3K	Apr-23	Jun-23
CEX004	Service/efficiency improvement	Project Management Office	Investigate O365 and MS Teams apps and SharePoint capability for further improvements in project management file storage and reporting	Improve transparency of project documentation and improve data capture for project reporting	Could - the initiative could be done if time/resources allow	Sarah Hall (PMO)	Digital Services	Explore with existing resources in 2023/24. Prepare business case for 2024/25 for revenue growth for e.g. Verto Teams app license and hosting est. £8K per annum for up to 50 users plus system set-up and training costs est.£8-10K (capital?)	Jan-23	Jul-23
CEX005	Staff / Resources	Project Management Office	To ensure delivery of service reviews and in particular the Discovery phase and analytical research required, look to add this to the JD of the Project Management (PMO) Officer in the PMO team as a distinct responsibility.	Skilled analytical resource that can be utilised across the organisation as an impartial and independent person for evidence based decision making	Should - the initiative should be done	Sarah Hall (PMO)		Additional responsibility to be added to existing JD may result in a grade rise from 8 to 9. Salary growth of £4380 (including on-costs at 28.5%)	Apr-23	Apr-23
CEX006	Service/efficiency improvement	Bid and Funding Support	Procure renewal of Grants Finder software after initial 1 year pilot to support grants and funding opportunities	Continue use of software package to support finding funding opportunities	Must - the initiative has to be done	Howard Collins	Procurement	Y £5K per annum ongoing (3 year term contract may reduce this slightly)	Jan-23	16/2/2023
CEX007	Staff / Resources	Emergency Planning, Business Continuity, and Corporate Risk	Retender the Emergency Planning contract to have in place a new contract by August 2023.	New contract to provide Emergency planning support and expertise	Must - the initiative has to be done	Marcel Steward	Procurement	Contract costs may increase subject to retender (10% increase would be growth of £7K per annum)	Jan-23	Aug-23
CEX008	Service/efficiency improvement	Project Management Office	Develop and implement a monitoring and reporting process for the actions identified in the Corporate Business Plan and associated strategies. This will become new BAU activity once embedded.	New monitoring and reporting process for CBP strategy actions to provide stakeholders with assurance that they are being progressed and delivered.	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No growth required	Mar-23	Jun-23

Service Area Plan for Year 2023/24

Business Unit: Chief Execs Office

Corporate Business Plan/Strategy Action
Type of initiative - Legislation/Regulatory requirement
Type of initiative - Service/ efficiency improvement
Type of initiative - Income generation
Type of initiative - Staff/ Resources requirement



ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CEX009	Staff / Resources	Corporate Strategy	Recruit to an additional Assistant Chief Executive (ACE)	Additional capacity at CLT level to support Strategy delivery and organisational development.	Must - the initiative has to be done	Paul Turrell	HR	Y £150K per annum (excl recruitment costs)	Mar-23	Jun-23
CEX010	Service/ efficiency improvement	Project Management Office	Develop and implement a monitoring and reporting process for the actions identified as part of the Climate Change programme to support Cttee reporting on progress. This will become new BAU activity once embedded.	New monitoring and reporting process for climate change actions to provide stakeholders with assurance that they are being progressed and delivered.	Should - the initiative should be done	Sarah Hall (PMO)	Planning policy, climate change officer	No growth required	Feb-23	May-23
CEX011	Service/ efficiency improvement	Public Relations and Marketing	Create and implement a policy setting out acceptable use of social media aimed at employees. The policy will also cover how we respond to negative commenting by our audiences and acceptable content for publication.	Clarity for employees and the public about how we use our primary means of communication.	Should - the initiative should be done	Peter Le Riche, Maddie Lukes	Human Resources	No growth required	Mar-23	Oct-23
CEX012	Service/ efficiency improvement	Public Relations and Marketing	Create a strategy to lay out how we will grow our social media and drive continuous improvement in content and prioritisation of channels. Co-terminus with this will be individual strategies for LinkedIn and Facebook.	A more targeted approach to social media management which will yield greater engagement from the public and more successful delivery of messaging about the Council and its services	Should - the initiative should be done	Peter Le Riche, Maddie Lukes		No growth required	Apr-23	Nov-23
CEX013	Service/ efficiency improvement	Design of print and online documents and graphics and create video	Review Corporate Style Guide to check whether key features are either still appropriate or in need of change.	Continued reassurance that our digital and print design work meets the high standards expected and that the Council can be presented as a single, professional and trusted organisation.	Should - the initiative should be done	Peter Le Riche, Steve Eldridge, Katy McGrath		No growth required	Nov-23	Feb-24
CEX014	Staff / Resources	Public Relations and Marketing	Procurement exercise for the design and print of Runnymede Talks.	Ensure continued value for money in the production of the Council's flagship magazine.	Must - the initiative has to be done	Peter Le Riche		To be met from existing budgets/ advertising (~£2,000)	Mar-23	Jun-23
CEX015	Service/ efficiency improvement	Internal communications	Review all intranet content and assign all pages to owners within services.	Assurance that core content is up to date and valid so employees can rely on information provided to them.	Should - the initiative should be done	Maddie Lukes		No growth required	Mar-23	Aug-23
CEX016	Staff / Resources	External Projects	Represent RBC on the RHUL Partnership Board and bring forward collaborative opportunities over the course of the year	Develop opportunities to work in partnership with RHUL	Should - the initiative should be done	Marcel Steward		No growth required	Apr-23	Mar-24
CEX017	Staff / Resources	External Projects	Represent RBC on the wider immigration group regarding asylum seekers and refugees with specific reference to the Overall Dispersal Arrangements (ODA).	Ensure the Borough is represented on the wider immigration group	Should - the initiative should be done	Marcel Steward		No growth required	Apr-23	Mar-24

Corporate Action Plan for Year 2023/24

Planned activity to be delivered during 2023/24 as detailed in relevant Service Area plans

Corporate Business Plan/Strategy Action
Type of initiative - Legislation/Regulatory requirement
Type of initiative - Service/efficiency improvement
Type of initiative - Income generation
Type of initiative - Staff/Resources requirement



xx/xx/xx Dates to follow

ID Number	Type of Initiative	Service Area	Title	Description	Priority	Service Area Owner	Additional Resources	Additional growth required?	Start date	Due date	Corporate Theme(s)
AR015	CBP Strategy	Assets & Regen	Office portfolio review	Full review and options for office portfolio.	Must	Alex Williams	Finance	Y - ~£50K	01/04/23	01/03/24	Organisational Development
HWB028	CBP Strategy	Assets & Regen	Barrsbrook Farm Redevelopment	Work in partnership with Sir Williams Perkins School to identify opportunities and the feasibility for new sports facilities at Barrsbrook Farm, Chertsey, ensuring access for community use and benefit of residents.	Should	Alex Williams	Sir William Perkins School/Active Surrey;RBC Community Services;RBC Planning	Growth	xx/xx/xx	xx/xx/xx	Health and Wellbeing
HWB024	CBP Strategy	Assets & Regen	Review of Kings Lane	Support the review of Kings Lane, Englefield Green incl the lease and building asset as part of wider consideration of sports and recreation facilities at the site.	Should	Alex Williams	Assets and Regen Environmental Services	N - Review may lead to requirement for growth to implement any recommendations	xx/xx/xx	xx/xx/xx	Health and Wellbeing
AR006	CBP Strategy	Assets & Regen	Chertsey Masterplan	Support Chertsey Masterplanning working with stakeholders and key businesses in the Town.	Should	Alex Williams		Growth for additional Chertsey masterplan work in Planning Policy SAP (20k).	01/09/22	xx/xx/xx	Economic Development
AR007	CBP Strategy	Assets & Regen	Addlestone2 Health Hub feasibility	ADD2 Health Hub feasibility and viability and delivery options to be investigated.	Should	Alex Williams	Community development, Housing, NHS, CCG	Y - professional fee in the region ~£50k	01/01/23	01/03/25	Health and Wellbeing
AR008	Income generation	Assets & Regen	Procurement of FM for Student Block Magna Square	Procurement of FM for Student Block Magna Square.	Must	Alex Williams		Subject to CMC 22.9	01/09/22	01/06/23	Organisational Development
AR010	Income generation	Assets & Regen	Egham Orbit	Support Egham Orbit way forward.	Must	Alex Williams			xx/xx/xx	xx/xx/xx	Organisational Development
AR010	Income generation	Assets & Regen	Asset Challenge	Asset challenge - Council owned assets	Must	Alex Williams	Finance and procurement	Y ~£150K	01/04/23	01/03/24	Organisational Development
AR013	Income generation	Assets & Regen	Review of Egham Precinct leases	Feasibility of Egham Precinct all leases fall in by 2025 no income will be achieved.	Should	Alex Williams	Housing	Y - ~£50K for RIBA 0-2 consultancy costs. Construction costs to be quantified at RIBA 0-1.	01/01/23	01/03/26	Economic Development
AR017	Income generation	Assets & Regen	Sale of Laser House	Sale of Laser House	Should	Alex Williams	External Agents offset from capital receipt.	No	01/02/23	01/11/23	Economic Development
AR012	Legislative/Regulatory Change	Assets & Regen	M&E Condition survey	M&E Condition survey of all operational and where appropriate investments that have CHN	Must	Alex Williams		Possibly subject to findings	01/10/22	01/10/27	Organisational Development
AR016	Legislative/Regulatory Change	Assets & Regen	Civic Centre Refurbishment	Replacement of Roof at Civic Centre, BMS, HVAC, Windows mechanism, Lifts.	Must	Alex Williams	Procurement	~£1m	01/08/23	01/05/24	Environmental Sustainability
AR020	Legislative/Regulatory Change	Assets & Regen	Building Safety Act 2022	Building Safety Act 2022	Should	Alex Williams	Housing	Y= ~£300K over 5 years	01/09/22	xx/xx/xx	Organisational Development
AR011	Legislative/Regulatory Change	Assets & Regen	Operational Assets Condition Surveys	Condition Surveys Revisited for Operational Assets to ensure compliance and fit for purpose splitting capital and revenue budgetary requirements.	Should	Alex Williams	Community development re Halls and Day Centres.	Y 20%+ increase on current budget (263K) likely due to the current condition of assets but additional bldg assets are being discovered and their condition unknown.	01/10/22	01/10/27	Organisational Development
AR001	Service/efficiency improvement	Assets & Regen	Assets and Regeneration strategy	Production and delivery of the Assets and Regeneration strategy.	Must	Alex Williams		Y = ~£102K (for MSCI Real Estate system)	01/09/22	01/11/22	Organisational Development
AR002	Service/efficiency improvement	Assets & Regen	Facilities Management and Contract Management	Mobilise super FM contract and Contract Management.	Must	Alex Williams			01/09/22	01/03/23	Organisational Development
AR004	Service/efficiency improvement	Assets & Regen	Car Parks strategic review and condition surveys	Strategic Review and condition surveys of all council-owned car parks to ensure required upgrades are considered/delivered as part of any upgrades for ANPR or ECV charging installation e.g. switch to LED lighting, upgrade electrics, renew car-park surfacing etc.	Must	Alex Williams		Y =capital required for general improvements eg lighting and tarmac ~£500k over three years.	xx/xx/xx	xx/xx/xx	Organisational Development
AR009	Service/efficiency improvement	Assets & Regen	Procurement of commercial and residential agency advice for portfolio	Procurement of commercial and residential agency advice for portfolio.	Must	Alex Williams		No.	01/10/22	01/02/23	Organisational Development
AR014	Service/efficiency improvement	Assets & Regen	RBCs property portfolio valuation	Procurement of Valuation for the whole RBCs property portfolio	Must	Alex Williams	Finance	Y - cost ~£10-15K	01/01/23	01/03/24	Organisational Development
AR018	Service/efficiency improvement	Assets & Regen	Portfolio climate change initiatives	Climate change initiatives across portfolio.	Must	Alex Williams	Climate Change	Yes	01/04/23	01/03/24	Environmental Sustainability
AR020	Service/efficiency improvement	Assets & Regen	Asset Strategies	Asset Strategies	Must	Alex Williams	No	No	01/04/23	01/04/24	Organisational Development
AR021	Service/efficiency improvement	Assets & Regen	Change Management	Change Management	Must	Alex Williams	Human Resources	Y estimated ~£100K	01/04/23	01/08/23	Organisational Development
AR003	Staff/Resources	Assets & Regen	Chertsey Depot Refurbishment	Refurbishment and works at the Chertsey Depot and consideration of the future of The Orchard and associated buildings.	Must	Alex Williams	Environmental Services as Client.	No	01/09/22	01/03/23	Organisational Development
AR019	Staff/Resources	Assets & Regen	Utility cost increases	Utility cost increases.		Alex Williams		Y = market forces review required to take place asap outcome of review will give ~£s required.	01/09/22	01/03/23	Organisational Development
OD051	CBP Strategy	CEO	Service Review Programme	Service Review programme to be formulated with re-engineering at the heart of the process. Managers will lead the workshops within and between service areas to ensure maximum efficiency	Must	Amanda Fahey	CLT/ SLT	No	01/04/23	01/03/24	Organisational Development
OD052	CBP Strategy	CEO	Assessment Review Baseline	Conduct a baseline assessment of reviews to be undertaken and prioritisation of service areas.	Must	Amanda Fahey	CLT/ SLT	No	01/01/23	01/03/23	Organisational Development

CC001	CBP Strategy	CEO	Runnymede Standard Carbon Baseline	Establish methodology, define KPIs, and set Runnymede Standard Carbon Baseline (RSCB) for RBC Controlled Operations.	Must	Marcel Steward	Potentially: Comms	Tender has been completed and costs are within the TCV that was agreed by Cttee. No additional growth required	01/04/22	01/03/23	Climate Change
EC012	CBP Strategy	CEO	River Thames Scheme	Ensure that until the RTS is completed, adequate cover is in place for flood emergencies including flood wardens and community groups.	Must	Marcel Steward	1) Community Services 2) Env. Services 3) Comms 4) HR 5) All other departments are required	Y-Staff Standby & Overtime leading up to & during a flood event Y-Sandbags Y-Chemical Toilets No budget currently, spend on ad hoc basis only depending on whether an emergency event happens. Growth request for a budget line to cover emergencies >£30K?	01/10/22	01/07/25	Empowering Communities
CC008	CBP Strategy	CEO	Heathrow Recovery Plan	Represent the Council in the Heathrow Recovery Plan	Must	Marcel Steward	1) Environmental Services - Noise & Air Quality 2) Economic Development 3) Planning Policy	No	xx/xx/xx	xx/xx/xx	Climate Change
CC009	CBP Strategy	CEO	Heathrow Surface Access	Heathrow Surface Access	Must	Marcel Steward	1) Economic Development 2) Planning Policy	No	xx/xx/xx	xx/xx/xx	Climate Change
EC013	CBP Strategy	CEO	Heathrow Recovery & Development	Monitor the development of Heathrow to ascertain the potential economic benefits of growth to the Borough whilst evaluating the environmental impact. Reflect our residents' views to government. Heathrow Airports Limited and statutory bodies on important issues such as night flights, noise pollution and surface access.	Must	Marcel Steward	1) Economic Development 2) Planning Policy	No	xx/xx/xx	xx/xx/xx	Empowering Communities
EC014	CBP Strategy	CEO	Heathrow Southern Rail Access	Lobby for a much improved Southern Rail access to Heathrow and beyond into North London.	Must	Marcel Steward	1) Economic Development 2) Planning Policy	No	xx/xx/xx	xx/xx/xx	Empowering Communities
CC010	CBP Strategy	CEO	River Thames Project	Coordinate with the Environment Agency and Surrey County Council on the River Thames Project	Must	Marcel Steward	1) Finance 2) Legal NOTE: Planning DM as Statutory Consultee under Planning Act 2008	Y - Costs covered by the RTS Project	01/11/22	01/01/25	Climate Change
EC011	CBP Strategy	CEO	RTS Development Consent Order	Take a lead role in the implementation of the River Thames Scheme (RTS) in co-ordinating the Development Consent Order. Seek to ensure that RTS brings with it a range of environmental gains and leisure and recreational opportunities. Continue to work closely with Surrey CC as the major funder of the RTS and the Environment Agency as project managers.	Must	Marcel Steward	1) Finance 2) Legal NOTE: Planning DM as Statutory Consultee under Planning Act 2008	No	xx/xx/xx	01/01/30	Empowering Communities
CC005	CBP Strategy	CEO	Funding Opportunities - Gov, LEP & Other	Source substantial funding opportunities from Government, Local Enterprise Partnerships & other sources to support Council & Community Climate Change Projects	Must	Marcel Steward	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	01/04/22	01/04/30	Climate Change
EC015	CBP Strategy	CEO	Funding Opportunities - Eco & Climate	Seek new opportunities for funding economic infrastructure and climate change initiatives in the Borough.	Must	Marcel Steward	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	01/04/22	01/04/30	Empowering Communities
EC018	CBP Strategy	CEO	Resources & Major Funding Bids	To seek to be prepared and able to bid for resources through the work of the Council's new bid writer but with input from the Strategic Leadership team where appropriate to be prepared to compete for major sources of funding.	Must	Marcel Steward	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License	01/04/22	01/04/30	Empowering Communities
CC006	CBP Strategy	CEO	PPED Projects - environmental assessment	All Council Projects from all Service Areas are currently assessed for their environmental consequences. The environmental assessment will be supported by the Climate Change Team in line with Climate Change Strategy Objectives.	Must	Marcel Steward	All other departments.	None	01/01/23	xx/xx/xx	Climate Change
OD029	CBP Strategy	CEO	Corp Service Review & Improvement Toolkit	Update and implement a corporate service review and improvement toolkit supported by evidence-based research.	Must	Sarah Hall	CLT/SLT	No	01/01/23	01/03/23	Organisational Development
CC003	CBP Strategy	CEO	Support Climate Change learning	Engage with the wider community such as local schools, places of education, and community groups to support Climate Change learning.	Should	Marcel Steward	Comms Team	None	01/11/22	xx/xx/xx	Climate Change
CC007	CBP Strategy	CEO	National and Local Climate Change target	Engage with Government, Trade Sectors, and other bodies to input to Regulatory Change which will be required to meet the National and Local Climate Change target	Should	Marcel Steward	All other departments as required.	None	01/06/23	xx/xx/xx	Climate Change
EC001	CBP Strategy	CEO	Citizen's Panel	Formulate an engagement strategy including with communities in deprived areas. The primary tool emanating from this will be the re-launch of the Citizens Panel as a representative sample of the Runnymede community, and subsequently use it to draw standing panels for individual issues and consultations, including on climate change. The panel will also be used to select focus groups for specific topics.	Should	Peter Le Riche	Digital Services	Yes. ~£50K for engagement/recruitment via an agency. Possibly ~£XK for database software to manage the list. ~£5K per annum revenue growth for panel incentives	01/01/23	09/01/23	Empowering Communities
CEX001	Legislative/Regulatory Change	CEO	Procurement Bill	Implement changes necessary as a result of the passing of The Procurement Bill, which will reform the existing EU Procurement Rules. 6 month period for implementation upon approval of Legislation	Must	Sarah Hall	Legal; CLT/SLT; Buying Managers, Constitution MWP	May require staff growth TBC; may require growth for e-procurement system est. ~£30K capital, ~£5K revenue per annum S&M.	01/04/23	01/09/23	Organisational Development
CD004	Service/efficiency improvement	CEO	Project Storage & Reporting	Investigate O365 and MS Teams apps and SharePoint capability for further improvements in project management file storage and reporting	Could	Sarah Hall	Digital Services	No growth in 2023/24. Officer resource only	xx/xx/xx	xx/xx/xx	Organisational Development
CD002	Service/efficiency improvement	CEO	Investigate Shared Procurement Service	Implement any outcomes as a result of the investigation of a Shared Service for Procurement across neighboring Boroughs.	Must	Sarah Hall	Legal; CLT/SLT; Buying Managers, Constitution MWP	Maintain consultancy services to support change. Growth ~£30K in 23/24	xx/xx/xx	xx/xx/xx	Organisational Development

CEX006	Service/efficiency improvement	CEO	Procure Grant Finder Software	Procure renewal of Grants Finder software after initial 1 year pilot to support grants and funding opportunities	Must	Sarah Hall	Procurement	Y ~£5K per annum ongoing (3 year term contract may reduce this slightly)	01/06/23	xx/xx/xx	Organisational Development
CEX008	Service/efficiency improvement	CEO	CBP Monitoring & Reporting	Develop and implement a monitoring and reporting process for the actions identified in the Corporate Business Plan and associated strategies. This will become new BAU activity once embedded.	Must	Sarah Hall	CLT/SLT	No growth required	01/03/23	01/06/23	Organisational Development
CEX010	Service/efficiency improvement	CEO	Climate Change Monitoring & Reporting	Develop and implement a monitoring and reporting process for the actions identified as part of the Climate Change programme to support Ctee reporting on progress. This will become new BAU activity once embedded.	Should	Marcel Steward	Planning policy, climate change officer		xx/xx/xx	xx/xx/xx	Climate Change
CEX011	Service/efficiency improvement	CEO	Social Media Policy	Create and implement a policy setting out acceptable use of social media aimed at employees. The policy will also cover how we respond to negative commenting by our audiences and acceptable content for publication.	Should	Peter Le Riche	Human Resources	No growth required	01/03/23	01/10/23	Organisational Development
CEX012	Service/efficiency improvement	CEO	Social Media Growth Strategy	Create a strategy to lay out how we will grow our social media and drive continuous improvement in content and prioritisation of channels. Co-terminus with this will be individual strategies for LinkedIn and Facebook.	Should	Peter Le Riche		No growth required	01/04/23	01/11/23	Organisational Development
CEX013	Service/efficiency improvement	CEO	Review Corp Style Guide	Review Corporate Style Guide to check whether key features are either still appropriate or in need of change.	Should	Peter Le Riche		No growth required	01/11/23	01/02/24	Organisational Development
CEX015	Service/efficiency improvement	CEO	Intranet Content Review	Review all intranet content and assign all pages to owners within services.	Should	Peter Le Riche		No growth required	01/03/23	01/08/23	Organisational Development
CEX009	Staff/Resources	CEO	Recruit add. ACE	Recruit to an additional Assistant Chief Executive (ACE)	Must	Fiona Skene	HR	Y ~£150K per annum (excel recruitment costs)	01/03/23	01/06/23	Organisational Development
CEX014	Staff/Resources	CEO	Runnymede Talks Procurement	Procurement exercise for the design and print of Runnymede Talks.	Must	Peter Le Riche	Procurement	To be met from existing budgets/ advertising (~£2,000)	01/03/23	01/06/23	Organisational Development
CEX003	Staff/Resources	CEO	Procurement Vacancies	Successfully recruit to existing vacancies in Procurement (Procurement Officer). Depending on outcome of Shared Services review, agree JD/PS for Procurement Manager and recruit to post	Must	Sarah Hall		Advertisements in relevant publications/websites - ~£2K in budget for 23/24. This could increase if recruitment rounds do not attract applicants. Growth ~£3K	xx/xx/xx	xx/xx/xx	Organisational Development
CEX007	Staff/Resources	CEO	Retender the Emergency Planning Contract	Retender the Emergency Planning contract to have in place a new contract by August 2023.	Must	Sarah Hall	Procurement	Contract costs may increase subject to retender (10% increase would be growth of ~£7K per annum)	01/01/23	01/08/23	Organisational Development
CEX016	Staff/Resources	CEO	RHUL Partnership Board	Represent RBC on the RHUL Partnership Board and bring forward collaborative opportunities over the course of the year	Should	Marcel Steward		No growth required	01/04/23	01/03/24	Empowering Communities
CEX017	Staff/Resources	CEO	Immigration Group	Represent RBC on the wider immigration group regarding asylum seekers and refugees with specific reference to the Overall Dispersal Arrangements (ODA).	Should	Marcel Steward		No growth required	01/04/23	01/03/24	Empowering Communities
CEX005	Staff/Resources	CEO	Discovery & Analytical Delivery	To ensure delivery of service reviews and in particular the Discovery phase and analytical research required, look to add this to the JD of the Project Management (PMO) Officer in the PMO team as a distinct responsibility.	Should	Sarah Hall		Additional responsibility to be added to existing JD may result in a grade rise from 8 to 9. Salary growth of ~£4380 (including on-costs at 28.5%)	xx/xx/xx	xx/xx/xx	Organisational Development
HC006	CBP Strategy	Community Services	Runnymede Local Initiatives Fund	Seek to establish a Runnymede Local Initiatives Fund to pump prime community projects and facilitate access to other sources of funding. To be completed as part of voluntary sector grant review	Could	Darren Williams		Yes - viability and level of funding to be determined as part of review - revenue required	01/04/23	01/03/24	Empowering Communities
HWB020	CBP Strategy	Community Services	Voluntary Sector Grant Funding Review	Complete a review of voluntary sector grant funding awarded by the Council and implement a new voluntary sector grant scheme for the borough, supporting local community infrastructure and activity, against the corporate priorities of the Council.	Must	Darren Williams	Housing (communities first grant)	Review will not require growth. Output and decisions from review may lead to growth which is TBC - dependent on decisions of members. Existing budget for grant aid is c£100K incl rent grant aid. 10% increase would be ~£10k growth.	01/04/22	01/03/24	Health and Wellbeing
HWB051	CBP Strategy	Community Services	S106 Allocation & Spend Review	Review of current arrangements for the allocation and spending of capital funding through S106 grant monies, to be used in Englefield Green wards, for projects that enhance the community, its infrastructure and provide opportunities for recreation and social interaction.	Must	Darren Williams		No. Will identify and plan for when and what S106 monies will be spent	01/03/22	01/03/23	Health and Wellbeing
HWB057	CBP Strategy	Community Services	Community Transport Needs	Identify whether Community Transport services meet the needs of residents of the borough in providing access to services, facilities and amenities within communities that are otherwise inaccessible, to reduce isolation and remove transport as a barrier to engaging in communities.	Must	Darren Williams	Citizen panel / Comms SH Partnership	No	01/04/22	01/03/24	Health and Wellbeing

HWB018	CBP Strategy	Community Services	Play Space Improvement Programme	Implement a play space improvement programme, modernising our play space offer to local children across the borough	Must	Darren Williams	Environmental Services	<p>Yes - Capital and revenue required for delivery of any place space improvement and replacement programme. Amount required TBC.</p> <p>Immediate H&S repairs as part of wider play space project, may be required as a result of CSCD002 to be funded, subject to committee approval from 2022/2023 budgets.</p> <p>Existing budget for general repairs that are noted in monthly inspections to stay in ES/DSO (~£32K incl HAGS contract spend)</p> <p>~£100K annual capital in budget will now be required for Aviator park/ Heathervale in 22/23.</p> <p>S106 monies need to be identified that can be used for this.</p>	01/03/22	01/03/26	Health and Wellbeing
HWB003	CBP Strategy	Community Services	Community Alarm Refresh	To complete a refresh of Community Alarm and other Technology Enabled Care equipment, switching to a digital model.	Must	Darren Williams	- RBC Housing	Yes. However funding available DFG. No GF impact.	01/04/22	01/03/25	Health and Wellbeing
EC008	CBP Strategy	Community Services	Voluntary Org Grant Reviews	To review all grants to voluntary organisations on a three-year basis with annual assessment of performance.	Should	Darren Williams		<p>Review will not require growth. Output and decisions from review may lead to growth which is TBC - dependent on decisions of members. 3 core grants have not had increases in a number of years. Cost pressures likely to be high on these services. 10% increase = c.~£15K</p>	xx/xx/xx	01/04/23	Empowering Communities
HWB036	CBP Strategy	Community Services	Community Safety Strategy	Develop a Community Safety strategy for Runnymede and further develop the role of the Community Safety Partnership, locally.	Should	Darren Williams	- Surrey Police - Surrey Fire & Rescue	<p>Review will not require growth. Outcome may identify growth e.g JET team ~£250K, community safety initiatives ~£25K (S106 monies for crime and disorder may be a able to support these initiatives)</p>	01/04/22	01/03/23	Health and Wellbeing
HWB001	CBP Strategy	Community Services	Safer Runnymede Development	Further develop the role Safer Runnymede plays in supporting/protecting communities through the delivery of CCTV services and pursue opportunities to promote the sustainability of the service (e.g., Safer Surrey, working in partnership with other Councils).	Should	Darren Williams		Yes - Capital and Revenue TBC; additional contracts and income may offset but may require pump prime. Options appraisal for the CCTV monitoring suite to ID the critical mass for the capacity (staff resources and equipment and configuration)	01/04/22	01/03/26	Health and Wellbeing
HWB020	CBP Strategy	Community Services	Youth Sport, Leisure & Recreation Facilities & Services	Deliver facilities and services across the borough to enable children & young people to participate in sport, leisure, and recreation.	Should	Darren Williams	Environmental Services	Yes - Paddling pool replacement c~£500K, RPG to be funded from RPG Charitable Trust budget Grants may be available.	01/04/22	01/03/25	Health and Wellbeing
HWB024	CBP Strategy	Community Services	Review sites for play, sports & recreation	<p>Seek and investigate most appropriate sites for play, sports and recreation facilities, e.g., skate parks</p> <p>Review the proposals for the installation of a bike track at Kings Lane, Englefield Green as part of wider consideration of sports and recreation facilities at the site.</p>	Should	Darren Williams	Assets and Regen Environmental Services	<p>Yes - amount required dependent on scale and nature of project. Indicative c~£200K for 1 skate/BMX park</p> <p>Some S106 possibly available for King's Lane if this site is chosen.</p> <p>Possibly funding from Sport England.</p>	xx/xx/xx	xx/xx/xx	Health and Wellbeing

HWB025	CBP Strategy	Community Services	Heathervale All-wheeled Facility	Following identification of sites potentially able to accommodate skate park facilities, deliver a new new all wheeled facility at Heathervale Park	Should	Darren Williams	Environmental Services	No - 210k funding already approved by committee	xx/xx/xx	xx/xx/xx	Health and Wellbeing
HWB021	CBP Strategy	Community Services	Addlestone Youth Cafe	Establish the demand and core offer for the viability of a Youth Caf� facility in Addlestone to provide a safe space in the Community, providing social interaction, recreation and diversionary activity, and following the undertaking of engagement activity with local children and young people.	Should	Darren Williams	Assets & Regen	Subject to grant funding for initial two year pilot. Long term delivery following pilot would be subject to growth	01/04/22	01/03/23	Health and Wellbeing
HWB022	CBP Strategy	Community Services	Community Hub at EHC - Viability	Consider the viability of community Hub at Egham Hythe Centre, working in partnership with Egham Hythe GP Practice	Should	Darren Williams	- SASSE 3 PCN - Surrey Heartlands CCG - RBC Assets and Regeneration	No growth. Viability to be funded by ring-fenced NHS funds.	01/04/22	01/03/23	Health and Wellbeing
HWB012	CBP Strategy	Community Services	Homelink Service	Extend the Homelink (Handyperson) service in Runnymede to: ��� To provide affordable paid for services to vulnerable residents, to enable vulnerable residents to access support to continue to live independently at home. ��� Council owned properties, creating a tenure neutral service for residents, to provide consistency of service availability across all tenures.	Should	Darren Williams	Housing Adult Social Care Woking BC	Yes. However funding available DFG + HRA. No GF impact.	01/04/22	01/03/23	Health and Wellbeing
HWB039	CBP Strategy	Community Services	SHBC Partnership	Working in partnership with Surrey Heath Borough Council, continue to deliver a Family Support service, enabling and motivating families to learn, develop and implement change to enjoy all aspects of family life.	Should	Darren Williams	Surrey Heath Borough Council, Surrey County Council, Surrey Police,	Currently 89k in budget annually for delivery of service. Any increases in service cost would require growth bid	01/04/23	xx/xx/xx	Health and Wellbeing
HWB040	CBP Strategy	Community Services	Meals at Home Review	To undertake a review of the Meals at Home service, considering options for more cost effective, environmentally friendly service delivery, without reducing service quality or availability.	Should	Darren Williams	Surrey Heath Borough Council, Other NW Surrey Boroughs	Yes - Capital if purchasing vehicles, revenue if leasing - option and value tbc Existing budget is revenue only as leased vehicles (~���30K for 4 vehicles p.a.)	01/10/22	01/01/23	Health and Wellbeing
HWB028	CBP Strategy	Community Services	Barrsbrook Farm Feasibility	Act as the internal Client to work in partnership with Sir Williams Perkins School to identify opportunities and the feasibility for new sports facilities at Barrsbrook Farm, Chertsey, ensuring access for community use and benefit of residents.	Should	Darren Williams	- Sir William Perkins School - Active Surrey - RBC Community Services - RBC Planning	Yes - Growth required within project	xx/xx/xx	xx/xx/xx	Health and Wellbeing
HWB009	CBP Strategy	Community Services	Hospital Discharge Model	Work with partners to further develop the Homesafe Plus hospital discharge model, in supporting timely discharge from hospital and preventing admission where possible.	Should	Darren Williams	NW Surrey Alliance, Other NW Surrey Borough Councils, Frimley CCG, Frimley Park Hospital		xx/xx/xx	xx/xx/xx	Health and Wellbeing
HWB022	CBP Strategy	Community Services	Egham Hythe Centre Community Hub	Support and provide input as required to the viability of community Hub at Egham Hythe Centre, working in partnership with Egham Hythe GP Practice.	Should	Darren Williams		Sept '22 - likely cost to configure site will be known (for community hub use) (to be updated) Growth/ bids or external funding, re-use of internal resources Capital requirement.	01/04/22	01/03/23	Health and Wellbeing
HWB021	CBP Strategy	Community Services	Addlestone Youth Cafe	Support the viability review and any implementation works to set-up a Youth Cafe facility in Addlestone considering working with Partners to potential deliver a service which is funded through Safer Streets monies.	Should	Darren Williams		Youth cafe subject to grant funding (Safer Streets).	01/04/22	01/03/23	Health and Wellbeing
CSIC004	Legislative/Regulatory Change	Community Services	Safeguarding Policy	Implement safeguarding policy including all staff training and corporate governance structure	Must	Darren Williams	HR	No growth	xx/xx/xx	xx/xx/xx	Organisational Development
HWB008	Service/efficiency improvement	Community Services	Armed Forces Covenant	Promote greater understanding of the Armed Forces Covenant and the commitment of the council amongst staff to ensure appropriate support, information and advice is given to former service personnel.	Could	Darren Williams		No growth	xx/xx/xx	xx/xx/xx	Health and Wellbeing
CSIC002	Service/efficiency improvement	Community Services	Play Space Review	Complete a full review of works required at play spaces across the borough, and receive an options appraisal and indicative costings for a replacement programme.	Must	Darren Williams		No - funded with approval from 2022/2023 budget	xx/xx/xx	xx/xx/xx	Health and Wellbeing

HW8002	Service/efficiency improvement	Community Services	Home Improvement Agency	To deliver a more flexible and timely Home Improvement Agency and approach to spending of the Disabled Facilities Grant, in supporting residents of all ages being able to live safely and independently at home.	Must	Darren Williams	- NW Surrey Local Joint Commissioning Group - NW Surrey Borough Councils - Adult Social Care - RBC Housing	Officer Resources	xx/xx/xx	xx/xx/xx	Health and Wellbeing
CS0005	Service/efficiency improvement	Community Services	Full GDPR Compliance	Achieve full GDPR compliance with Surrey Heartlands and wider NHS alliance partners	Must	Darren Williams	Digital Services, Legal & Governance (DPO); HR	No growth	xx/xx/xx	xx/xx/xx	Organisational Development
CS0003	Service/efficiency improvement	Community Services	CCTV CC Design	Engage CCTV control centre design consultants to consider optionality for Safer Runnymede, in order to identify works required and associated growth	Should	Darren Williams	Assets and Regen	Yes - ~£5,000 estimated	xx/xx/xx	xx/xx/xx	Health and Wellbeing
CS0003	Service/efficiency improvement	Community Services	Community Hub at EHC - Implementation	Move from viability stage to implementation of Community Hub project at Egham Hythe Centre, requiring capital works to be completed to the building, working with Assets and Regeneration.	Should	Darren Williams	Assets and Regen	Yes - Initial Est. up to ~£1.4M for configuration of building plus fit out costs in addition. Accurate costings to be calculated within completion of viability work and development of business model Growth/ bids or external funding, re-use of internal resources Capital requirement	xx/xx/xx	xx/xx/xx	Health and Wellbeing
00046	CBP Strategy	Customer, Digital & Collection	Cyber Security Training	Provide corporate training on cyber security and how to protect the information staff handle.	Must	Linda Norman		Growth - ~£15K	01/04/22	01/03/26	Organisational Development
00055	CBP Strategy	Customer, Digital & Collection	Members Device Refresh	Member device refresh to be reviewed every four years to enable members to conduct their civic duties in a modern and efficient way	Must	Linda Norman		Capital hardware budget in place, already provisioned	01/04/23	01/03/24	Organisational Development
00047	CBP Strategy	Customer, Digital & Collection	HR & Payroll Solution	Ongoing from 2022/23: Procure and implement a new HR and Payroll solution to underpin the transformation of the HR and Payroll services.	Should	Linda Norman	Finance and HR	Growth Officer resource	01/11/22	01/06/24	Organisational Development
00059	CBP Strategy	Customer, Digital & Collection	IT Hardware Refresh	Rollout of hardware refresh replacing legacy IT hardware with new laptops, docking stations and monitors to standardise workstations across the Council	Should	Linda Norman		Capital hardware budget in place, already provisioned	01/11/22	01/03/23	Organisational Development
00043	CBP Strategy	Customer, Digital & Collection	Online Parking Portal	Implement our online parking portal to digitise the parking service and increase our online offer within One Account.	Should	Linda Norman		Budget in place	01/09/23	01/09/25	Organisational Development
00060	CBP Strategy	Customer, Digital & Collection	Hybrid Meeting Rooms	Implement hybrid meeting equipment within meeting rooms across the Civic Centre to enable hybrid working across the Council	Should	Linda Norman		Budget in place	01/04/23	01/03/24	Organisational Development
CC038	Legislative/Regulatory Change	Customer, Digital & Collection	EV & ANPR Feasibility	Review all car parks to establish the potential to install EV Charging Point facilities and ANPR car parking management	Must	Linda Norman	Climate Change, Parking Services, Surrey County Council, other funding streams	Growth - ANPR ~£500K (based on 2020/21 business case), EVC - ~£500K (guesstimate)	01/07/22	01/03/24	Climate Change
CC0002	Legislative/Regulatory Change	Customer, Digital & Collection	Business rates revaluation	Business rates revaluation	Must	Linda Norman		~£8K	01/02/23	01/04/23	Organisational Development
CC0003	Legislative/Regulatory Change	Customer, Digital & Collection	CTS scheme	CTS scheme	Must	Linda Norman		~£8K	01/02/23	01/04/23	Organisational Development
CC0005	Legislative/Regulatory Change	Customer, Digital & Collection	Support grants from Govt	Support grants from Govt - implementation (Revs/Bens/)	Must	Linda Norman		~£5K (may be nil if new burden funding is available and agreed)	01/04/23	01/03/24	Organisational Development
CC0009	Legislative/Regulatory Change	Customer, Digital & Collection	Business Continuity and Disaster recovery	Business Continuity and Disaster recovery	Must	Linda Norman		~£60K (funded from cyber security grant DLUHC)	01/01/23	01/06/23	Organisational Development
CC0009	Service/efficiency improvement	Customer, Digital & Collection	NEC Housing Phase 2	Ongoing from 2022/23: NEC Housing Phase 2 implementation	Must	Linda Norman	Housing, NEC consultancy	None	xx/xx/xx	01/07/23	Organisational Development
00048	Service/efficiency improvement	Customer, Digital & Collection	Financial Management System	Procure and implement a new financial management system to provide the tools to transform our finance service area.	Must	Linda Norman	Finance	Growth - already in MTFS via digital transformation programme. Officer resource	01/10/23	01/12/25	Organisational Development
CC0004	Service/efficiency improvement	Customer, Digital & Collection	Welfare reform software	Welfare reform software (for cost of living/ corporate debt team activity)	Must	Linda Norman		~£20K	01/04/23	01/03/24	Organisational Development
00040	Service/efficiency improvement	Customer, Digital & Collection	Document Accessibility	Build on our WCAG 2.1 accessibility success by working on our PDF/document improvement plan to remove all documents with accessibility issues by the end of 2022.	Should	Linda Norman		None	xx/xx/xx	xx/xx/xx	Organisational Development

CC03028	Service/efficiency improvement	Customer, Digital & Collection	Waste & recycling software	Waste & recycling software improvements	Should	Linda Norman	DSO	~£50K capital plus additional revenue to account for extra modules to encompass route mapping and optimisation	01/04/23	01/03/24	Organisational Development
DM0006	Legislative/Regulatory Change	Dev Management & Building Control	Planning System Training	Train staff on changes to planning system in terms of NPPF updates and levelling up bill.	Must	Ashley Smith	No	No	xx/xx/xx	xx/xx/xx	Organisational Development
DM0007	Legislative/Regulatory Change	Dev Management & Building Control	Building Safety Act Staff Reqs	Ensure that Building Control staff have the skills and training required to adapt to the requirements of the Building Safety Act.	Must	Ashley Smith	No	No	xx/xx/xx	xx/xx/xx	Organisational Development
DM0008	Legislative/Regulatory Change	Dev Management & Building Control	Retain ISO 9001:2015	To retain the Council's Quality Assurance Certification in accordance with ISO 9001:2015 (Building Regulations)	Must	Ashley Smith	No	No	xx/xx/xx	01/04/24	Organisational Development
DM0001	Service/efficiency improvement	Dev Management & Building Control	Building Control Shared Service	<p>Building Control Shared service project.</p> <p>At CMC in December 2021 steps to commence the integration of building control with Surrey Heath. In April 2022 a shared manager started. The next step is to consider full integration of the service in the form of a Full Partnership most likely hosted by Surrey Heath Borough Council. It is possible that this project could lead to one of growth costs to set it up. For example any costs incurred merging records, acquiring licences or similar set up costs. These are likely to remain unknown until we receive Surrey Heath's proposal which is now expected Q1 2023. It is prudent to plan for this in budgets, it is possible that the costs involved in this may be modest due to the size of the team and Surrey Heath already having a lot of the relevant items in place. However there could be unexpected costs, if these arise we will notify finance ASAP and the funding can be released back.</p> <p>In 2023 the project will be to assess whether or not moving to a full partnership remains in the interests of the Boroughs and if so to move towards delivery of that service. The singly year growth will assist delivering the integration of the services and hopefully provide a more resilient and stronger shared service in future years as well provide opportunities for market share growth and economies of scale.</p>	Must	Ashley Smith	Finance, HR, IT	Probably, Surrey Heath BC are preparing a proposal expected to be available Q1 2023. This will detail any one off set up costs. Expected to be at most ~£20K-50K. Spend profile can be flexible to suit RBC in terms of timing. For example the launch of the full shared service could be delayed if required.	xx/xx/xx	xx/xx/xx	Organisational Development
DM0003	Service/efficiency improvement	Dev Management & Building Control	Developer Contributions Governance	Develop procedures and system for the supporting of the Developer Contributions Governance arrangements to ensure that the Council has process to consider infrastructure delivery bids and effectively spend its money.	Should	Ashley Smith	Yes. Close working with Planning Policy colleagues	No	01/05/23	01/09/23	Organisational Development
DM0004	Service/efficiency improvement	Dev Management & Building Control	Planning Process Review	Review all planning processes to reflect and take advantage of new planning IT systems such as Exacom and the Northgate upgrades. Review best practice in other Authorities to continue to maintain high standards.	Should	Ashley Smith	No	No	01/05/23	xx/xx/xx	Organisational Development
DM0005	Service/efficiency improvement	Dev Management & Building Control	Dev Management Climate Change	Climate change- to identify and introduce new ways of working to reduce the business unit's carbon footprint/positive impact on climate change	Should	Ashley Smith	Climate change officer	No	01/05/23	xx/xx/xx	Climate Change
DM0009	Staff/Resources	Dev Management & Building Control	Dev Mgt Recruitment	Recruit to service vacancies when possible in line with service need. Give consideration to structure to deliver services as effectively as possible.	Must	Ashley Smith	No	No	01/05/23	01/04/24	Organisational Development
DM0002	Staff/Resources	Dev Management & Building Control	Dev Mgt Resource Growth	<p>During the pandemic growth was withdrawn for two enforcement officers in my service due to Covid pressures. As Growth of the Enforcement team was a Councillor and chief exec priority the CHDMBC agreed to use two existing Development Management posts in the service to facilitate the early delivery of this objective. At the time it was hoped that the service could get these two posts back if future Council budgets allowed. Development Management have been carrying this work with higher workloads for team members. Two members of the Development Management Officer team will be going on maternity leave in Q1 2023. And as such the service is likely to run in a resourcing problem. the Service has in hand a budget of 18.5 hours of a career grade planning officer post. Growth was request for 18.5 hours of budget so I can appoint a full time senior planning officer on a permanent basis.</p> <p>This growth will help mitigate the need for contractors, constitutes only a 25% restoration of these posts that the CHDMBC provided for forward funding of the Enforcement Officer posts and will allow the service the skills, resource and resilience to continue to perform at a high level. The enforcement posts that have been forward funded will allow the delivery of a more effective enforcement service.</p>	Should	Ashley Smith		Yes. Appoint Snr Planning Officer at Grade , offset with 18.5hrs of F0084. Growth required is c~£30k revenue (~£23K plus on costs at 28.5%)	xx/xx/xx	xx/xx/xx	Organisational Development
CC0307	CBP Strategy	Env Services	Rewilding, Replanting & Green Projects	Develop and implement a clear cross Borough green spaces planting and resource strategy which delivers with respect to our climate change strategy	Must	Helen Clark		Use existing plant budget which has been used previously for annuals to plant perennials	01/04/23	01/03/24	Climate Change
CC0306	CBP Strategy	Env Services	Monitoring Air Quality	Monitoring Air Quality	Must	Helen Clark		Future growth depending on strategy. Not required for 23/24.	01/04/23	xx/xx/xx	Climate Change

CC030	CBP Strategy	Env Services	HVO Fuel Review	Review of implications from the transition of all fleet vehicles to HVO fuel	Must	Helen Clark	Revenue and Capital Growth.	Revenue Growth - increased costs of HVO v diesel. The price differential between diesel and HVO is now 36.75ppl - it was 10ppl last year. The additional revenue cost of the fuels switch will be ~£99,090 per annum for 2023/2024.	01/04/23	01/03/24	Climate Change
HWB036	CBP Strategy	Env Services	Review Emergency Flood Plan	Review the borough emergency flood plan. Conduct audit of supplies held at the Chertsey depot and restock as necessary to fulfil requirements identified in the revised flood plan. Liaise with Applied Resilience and Surrey CC to ensure response expectations of all parties are aligned. Identify and formalise arrangements at potential emergency hubs in suitable locations to be used as distribution/information points during flooding situations. <u>Ensure all contact details are updated and circulate to all relevant parties</u>	Must	Helen Clark	Emergency Planning Lead, Applied Resilience - all relevant parties	Look to fund from existing resources	01/01/23	01/04/23	Environmental Sustainability
ES008	CBP Strategy	Env Services	Delivery SEP25	work with Surrey Environmental Partnership and Joint Waste Solutions to deliver SEP 25 the interim programmes for Surrey waste and recycling	Must	Helen Clark		No	01/04/23	xx/xx/xx	Environmental Sustainability
CC037	CBP Strategy	Env Services	Weed Killer Review	Review current use of weed killers	Should	Helen Clark		The outcome of the review may indicate that there is a cost pressure for moving away from glyphosate. Unknown until after outcome of review	01/04/23	01/03/24	Climate Change
CC024	CBP Strategy	Env Services	Encouraging Recycling of Materials	Encouraging Recycling of Materials	Should	Helen Clark		None	xx/xx/xx	xx/xx/xx	Climate Change
HWB043	CBP Strategy	Env Services	Implement new Grounds arrangements	Implement new grounds maintenance arrangements across Runnymede, to enhance the quality of the Councils parks and open spaces, in providing leisure and recreation opportunities to residents of all ages.	Should	Helen Clark	Corporate Projects and Procurement, Human Resources, Finance,	No	01/04/23	xx/xx/xx	Health and Wellbeing
ES003	Legislative/Regulatory Change	Env Services	Tree Survey	Procure and deliver a tree survey.	Must	Helen Clark	Housing, Assets & Regen	~£100K from General Fun plus ~£50K from HRA for survey. Likely growth required for remediation once risk identified.	01/01/24	xx/xx/xx	Health and Wellbeing
ES006	Legislative/Regulatory Change	Env Services	Increase Inspection & Maintenance Budgets	Increase inspection maintenance and repairs budget for 41 playgrounds, 4 skate parks, 1 bike track and 9 MUGAs and 2 outdoor gyms from £32,000 to £60,000. this would give £28,000 for the statutory inspection and £50,000 for repairs and maintenance. In addition to capital expenditure sought within Community Services this would enable us to keep the equipment provided safe	Must	Helen Clark	CS to commission an independent survey determining where equipment replacement or decommissioning is required.	Additional budget of ~£30,000 from 24/25	01/04/23	xx/xx/xx	Empowering Communities
ES007	Legislative/Regulatory Change	Env Services	SAG Administration	Administer Safety Advisory Group function for RBC. Following policy team plan develop SAG service to include advice for internal and external events as relevant.	Must	Helen Clark		No	01/02/23	xx/xx/xx	Environmental Sustainability
ES005	Service/efficiency improvement	Env Services	Env Health Signage & Cameras	Provide additional No Fly tipping Signs and Cameras, in known hotspots. Clean existing signs to reinforce message. Funding pot for removal of abandoned vehicles - around one vehicle per year. This has to date been supported by local businesses. We will continue to work with local businesses to secure funding but a pot will ensure immediate action can always be assured. The team already work closely with the local police with respect to Enviro Crimes.	Could	Helen Clark	DSO to support	Use existing budget for signs, cameras and capacity to remove dumped vehicles.	01/04/23	xx/xx/xx	Empowering Communities
ES001	Service/efficiency improvement	Env Services	GM Service YR1	Implement the new Grounds Maintenance service - Year 1 will be bedding in the new service. Review at end of Year 1 - April 2024	Must	Helen Clark		None	01/04/23	01/03/24	Environmental Sustainability
ES002	Service/efficiency improvement	Env Services	Depot Redevelopment	Act as client for the redevelopment and refurbishment works at the Chertsey Depot	Must	Helen Clark	Assets & Regen	Capital budget in plan	01/10/23	xx/xx/xx	Environmental Sustainability
ES004	Service/efficiency improvement	Env Services	Green Infrastructure Review	Review of green infrastructure assets across the borough. At RPG bid for funding programme (bins, benches etc) and other open spaces use SANGS, Charitable Trust budget or revenue budgets to repair replace as necessary.	Should	Helen Clark	Community Development; Procurement	No growth - use existing budgets or funding streams (SANGS, RPG etc)	01/10/22	xx/xx/xx	Empowering Communities
ES009	Service/efficiency improvement	Env Services	Review Parks Management	Review management of former manned parks including toilets and gates to accommodate move to mobile operations. Consult with sports clubs and park users with respect to opening and closing times of vehicular gates. Consult with respect to pedestrian gates presently being used and requirement for public toilets.	Should	Helen Clark		No	01/02/23	xx/xx/xx	Environmental Sustainability
ES010	Service/efficiency improvement	Env Services	Review Cemeteries Services & Systems	Review the service and systems used for cemeteries with an aim to improve efficiencies and effectiveness of the processes and procedures	Should	Helen Clark	support from Digital Services	No. No growth in 23/24.	01/03/23	xx/xx/xx	Environmental Sustainability
FD04	Legislative/Regulatory Change	Finance	International Financial Reporting Standard 16: Leases	Implement the new requirements of International Financial Reporting Standard 16: Leases. IFRS16: Leases is a major change in accounting affecting both Public and Private sector alike. It brings all leases, contract hire and hire purchase agreements onto the Balance Sheet as if they were owned by the Lessee.	Must	Paul French	No	None	01/04/23	01/03/24	Organisational Development
FD07	Legislative/Regulatory Change	Finance	NFI creditor & payroll data submission	NFI creditor and payroll data submission	Must	Paul French	None	None	01/09/23	01/10/23	Organisational Development

F005	Service/efficiency improvement	Finance	Apple & Google Pay	Introduce Apple Pay & Google Pay as payment method	Could	Paul French	Digital Services	Yes	xx/xx/xx	xx/xx/xx	Organisational Development
F001	Service/efficiency improvement	Finance	Finance Management System	Retendering of the Council's Financial Management System to seek opportunities for potential cost savings and increased functionality and efficiency. Current system includes: • General ledger • Purchase Ordering • Budgeting • Creditors • Debtors • Cashbook	Must	Paul French	Digital Services Procurement All Departments	Yes Provision of ~£500,000 in the Capital Programme	xx/xx/xx	01/03/25	Organisational Development
F002	Service/efficiency improvement	Finance	Insurance Tender	Insurance Tender	Must	Paul French	Procurement	Depends on tender submissions	01/12/22	01/07/23	Organisational Development
F003	Service/efficiency improvement	Finance	BACS System Review	Review of BACS payment systems to assess current value for money and opportunities for improvements	Should	Paul French	Digital Services Revenues Housing Rents	None	01/06/23	01/03/24	Organisational Development
F006	Service/efficiency improvement	Finance	HR/Payroll software system	Implement a new joint HR/Payroll software system to benefit from efficiencies between the two disciplines	Should	Paul French	HR	Already budgeted for	01/12/21	01/04/24	Organisational Development
F008	Service/efficiency improvement	Finance	Bank Reconciliation Process	Review opportunities for automating and simplifying bank reconciliation process	Should	Paul French	Digital Services	Yes - potential interface costs	01/06/23	01/03/24	Organisational Development
F009	Service/efficiency improvement	Finance	Treasury Management System	Treasury Management System Tender	Should	Paul French	Procurement Digital Services	Depends on tender submissions	01/05/23	01/12/23	Organisational Development
CC019	CBP Strategy	Housing	EPC C rating by 2030	Upgrade all housing stock to EPC C rating by 2030	Must	Andy Vincent		Grant Funding required	01/01/22	01/03/30	Climate Change
HW0034	CBP Strategy	Housing	Identify Non-decent Homes	Minimise the number of Council owned homes within Runnymede that are non-decent.	Must	Andy Vincent		Planned programme budgeted in place - performance indicators in place monitoring spend and % of homes decent	01/03/21	01/03/27	Health and Wellbeing
HW0041	CBP Strategy	Housing	Reduce Problem Debt	Reduce problem debt amongst housing tenants. Develop and promote a savings culture amongst tenants. Promote the take up of education and employment amongst housing tenants to provide additional financial resilience.	Should	Andy Vincent		These are objectives from the Housing Financial Well Being Strategy - also links to the tenant incentive scheme below for growth	01/01/22	01/03/27	Health and Wellbeing
HW0038	CBP Strategy	Housing	IRL Improvements	Improvement in the condition of RBC's Independent Retirement Living + enhancements to the support service.	Should	Andy Vincent		Depends on feasibility and design report	01/09/21	01/03/26	Health and Wellbeing
HW0035	CBP Strategy	Housing	Rough Sleeping	To ensure that the numbers of individuals sleeping rough within the borough are kept to a minimum.	Should	Andy Vincent		This is an action from the Council's Homelessness and Rough Sleeping Strategy	01/03/19	01/03/24	Health and Wellbeing
HW0037	CBP Strategy	Housing	Minimise Temp Accommodation	Seek to minimise the time homeless households spend in temporary accommodation.	Should	Andy Vincent		This is an action from the Council's Homelessness and Rough Sleeping Strategy	01/03/19	01/03/24	Health and Wellbeing
CC020	CBP Strategy	Housing	New Homes EPAC A	All new homes to meet EPC A rating	Should	Andy Vincent		Built into budget for each new development so no growth.	01/09/21	01/03/26	Climate Change
CC021	CBP Strategy	Housing	Council Heating Plan	Development of a Council Heating Plan to transition away from gas	Should	Andy Vincent		Unidentified and uncosted	01/03/24	01/04/30	Climate Change
CC022	CBP Strategy	Housing	Reduction of waste to landfill	Reduction of waste to landfill	Should	Andy Vincent			01/03/21	01/03/30	Climate Change
H001	Legislative/Regulatory Change	Housing	Building Safety Act Fund	Building safety act fund	Must	Andy Vincent		Yes.	xx/xx/xx	xx/xx/xx	Organisational Development
H002	Legislative/Regulatory Change	Housing	HRA Tree Survey	Conduct a tree survey on HRA land (part of a corporate initiative)	Must	Andy Vincent		TBC - needs to be costed based on whole organisation requirements. Some can be offset against HRA. (GF growth is ~£112.5K)	01/03/23	01/11/24	Health and Wellbeing
H005	Legislative/Regulatory Change	Housing	Tenancy Agreement Refresh	Refresh the 2016 RBC tenancy agreement. This will involve updating clauses, reflecting best practice, independent legal advice & extensive consultation	Should	Andy Vincent		Yes ~£10K (HRA revenue) 2023/24 only	01/03/23	01/03/24	Organisational Development
H0011	Service/efficiency improvement	Housing	Tenant Incentive Scheme	Developing a Tenant Incentive Scheme is a key part of the Housing Financial Wellbeing Strategy. This will be designed to deliver cost and efficiency savings for the service.	Could	Andy Vincent		Yes. ~£10K per annum (HRA revenue). Spend to save initiative.	01/06/23	01/03/24	Organisational Development
H003	Service/efficiency improvement	Housing	STAR Survey	Survey of Tenants and Residents (STAR survey)	Must	Andy Vincent			01/03/23	01/12/23	Organisational Development

H004	Service/efficiency improvement	Housing	NEC Phase 3	Phase 3 of IT enhancements - NEC Housing (to include launch of Customer Services, ASB and Housing Advice (Homelessness) modules)	Should	Andy Vincent		Yes. ~£50K per annum (HRA revenue)	01/03/23	01/03/24	Organisational Development
H006	Service/efficiency improvement	Housing	Cost of Living Response	To respond to the cost of living squeeze - it is proposed that the housing discretionary hardship fund is increased	Should	Andy Vincent		Yes. ~£25K growth on existing budget as one off for 23/24. Goes back to ~£50K per annum in 24/25. To support cost of living measures	01/03/23	xx/xx/xx	Health and Wellbeing
H007	Service/efficiency improvement	Housing	Fraud Contract	We have been advised by our provider that there are additional costs for the fraud contract Consider whether we wish to retain the service	Should	Andy Vincent		Yes. ~£10K per annum to contribute to Fraud contract with Reigate/ Banstead as costs have increased.	01/03/23	xx/xx/xx	Organisational Development
H008	Service/efficiency improvement	Housing	Local Paths Investment	We manage a considerable number of local paths. Many of these require investment It is proposed that capital is set aside to catch up with a backlog of investment and a programme is developed to proactive manage our estate paths	Should	Andy Vincent		Yes ~£200k per annum (capital expenditure) for the management of Housing's estate paths	xx/xx/xx	xx/xx/xx	Health and Wellbeing
H009	Service/efficiency improvement	Housing	IRL Boilers	Two boilers in our Independent Retirement Living require replacement. It is proposed that we replace these gas boilers in 2 x IRLs with air source heat pumps. This would support CBP Action CC021: Development of a Council Heating Plan to transition away from gas	Should	Andy Vincent		Y. ~£250K budgeted to replace the boilers with a like-for-like gas boiler. Additional ~£250K growth to replace with air source heat pumps. (Additional 597K if ground source heat pump installed)	01/09/23	01/03/24	Climate Change
H012	Service/efficiency improvement	Housing	Tenants Handbook Refresh	The RBC tenants handbook needs refreshing. Particularly to reflect the policy and procedural changes that have been made over the last two years. Also modernising the look and feel of the handbook is essential	Should	Andy Vincent		Yes. ~£5K one off (HRA Revenue)	01/05/23	01/01/24	Organisational Development
H014	Service/efficiency improvement	Housing	Tenant Engagement Accreditation	RBC wish to seek accreditation for the tenant engagement work undertaken by the service. This is a key part of the Housing Tenant Engagement Strategy and reflects the work undertaken over the last 18months to engage more widely with our tenant population. We currently anticipate seek TPAS (tenant engagement) accreditation	Should	Andy Vincent		N	xx/xx/xx	xx/xx/xx	Organisational Development
H013	Staff/Resources	Housing	IRL Manager Refresh	The role of the Senior Independent Retirement Living Manager needs looking at the refreshing. It is possible this will need to increased costs - but additional responsibilities for the Senior IRL Manager.	Could	Andy Vincent		~£10,000 (incl on costs) from the HRA for additional salary revenue expenditure	01/03/23	01/07/23	Organisational Development
H010	Staff/Resources	Housing	System & Business Support Function	It is proposed to establish a centralised System and Business Support function This will support the development of the Housing Management System, bolster our debt recovery capacity and take on some essential administrative tasks. Much of this new team exist - this proposal is to bring existing staff into a combined team to increase resilience and to add a small amount of additional resource.	Should	Andy Vincent		Y. ~£140,359 revenue growth incl on costs	01/03/23	xx/xx/xx	Organisational Development
00015	CBP Strategy	HR	Financial and non-financial benefits package review	The financial and non-financial benefits package is kept under regular review	Could	Fiona Skene		Finance	01/04/22	01/03/23	Organisational Development
00002	CBP Strategy	HR	SLT Action Learning Sets	SLT form action learning sets to encourage their personal development	Could	Fiona Skene			01/12/23	01/03/24	Organisational Development
00011	CBP Strategy	HR	Effective recruitment and retention	HR to work closely with line managers to ensure that training, development, and job opportunities are marketed in the most effective way and using the most appropriate media.	Must	Fiona Skene		Any costs of recruitment advertising is met by the Recruiting Service Area.	01/04/22	01/03/26	Organisational Development
00056	CBP Strategy	HR	Review of HR Corporate Policies	Corporate review of policies Pay Policy Maternity/Paternity Policy Agile/Hybrid working policy Flexible working policy Disciplinary policy Absence policy Health & Safety policy	Must	Fiona Skene	Officer Resources		01/04/22	01/03/26	Organisational Development
00007	CBP Strategy	HR	Personal Development Plans	All Employees will have a Personal Development Plan.	Must	Fiona Skene	Officer Resources		01/04/22	01/04/24	Organisational Development

00028	CBP Strategy	HR	Health and Safety Plan	An annual H&S plan will be prepared to ensure staff Health and Safety is given adequate prominence	Must	Fiona Skene		Funding required found from elsewhere in HR budget.	01/04/22	01/03/26	Organisational Development
00044	CBP Strategy	HR	Pay Review	Pay is kept under regular review to be competitive particularly within areas of skills shortages.	Should	Fiona Skene	Finance	Y - Separate growth item	01/04/22	01/04/23	Organisational Development
00013	CBP Strategy	HR	Flexible Benefits Package	A package of flexible benefits is developed that is sufficiently attractive within the marketplace	Should	Fiona Skene	Finance	If growth is identified, this will come forward for 24/25 budget	01/03/25	xx/xx/xx	Organisational Development
00004	CBP Strategy	HR	Talent Management Strategy	Develop and implement a Talent Management Strategy and programme to include: •Corporate Heads identifying and developing talent in their service areas •Opportunities to work on localised or corporate projects to build skills and experience. •Opportunities to present reports to Members and senior management.	Should	Fiona Skene		None	01/04/22	01/03/26	Organisational Development
00045	CBP Strategy	HR	Active Travel for Employees	Review existing and develop new policies to encourage colleagues to adopt Active Travel to commute to work through: •Green Travel policy for employees •Salary Sacrifice Scheme to purchase bicycles. •Season Ticket Loan Scheme for commute to work.	Should	Fiona Skene			01/02/23	01/03/24	Climate Change
00010	CBP Strategy	HR	Service Area Workforce Planning	Service Heads and senior managers in service areas work with HR Business Partners to produce a practical service workforce plan to resolve skills gaps in their service areas.	Should	Fiona Skene		None	01/04/23	01/03/24	Organisational Development
00003	CBP Strategy	HR	Tier One - Supervisory Management Development Programme	Implement Tier One - Supervisory Management Development Programme.	Should	Fiona Skene			01/04/23	01/03/24	Organisational Development
00014	CBP Strategy	HR	Tier Two Management Development Programme	Implement Tier Two Management Development Programme.	Should	Fiona Skene			01/01/23	01/04/23	Organisational Development
HR0021	Legislative/Regulatory Change	HR	Re-model the bottom end of the pay structure	Re-model the bottom end of the pay structure (ongoing project from 22/23).	Should	Fiona Skene	Finance	Y - Est. ~£257,100 for option one but costs depend on model ultimately chosen.	01/04/22	01/04/23	Organisational Development
HR0020	Service/efficiency improvement	HR	HR/Payroll system	Client and key user of new HR/Payroll system (ongoing project as part of Digital Transformation from 22/23). Significant Officer resource will be required during contract mobilisation, implementation of the new system and system training during 23/24.	Must	Fiona Skene	Digital Services, Finance (Payroll)	Budget for new system is part of Digital Transformation budget held by Digital Services.	01/03/23	01/04/24	Organisational Development
HR0002	Staff/Resources	HR	Staff Benefits - Health Screening for the over 40s	One initiative that could be introduced as part of Staff Benefits review OD015	Could	Fiona Skene	Finance	Part of overall review of non-financial benefits as one option to consider.	xx/xx/xx	xx/xx/xx	Organisational Development
HR0007	Staff/Resources	HR	Mental Health Awareness/Mental Health First Aid	Provide access to training for staff in Mental Health Awareness/Mental Health First Aid, to ensure greater recognition of the prevalence of mental health to support employees.	Must	Fiona Skene		Part of Corporate review of all proposed corporate training.	01/04/23	01/09/23	Organisational Development
HR0004	Staff/Resources	HR	Management Training Programme	Provide management training in a) Mentoring and coaching their staff and working in action learning sets b) Developing the effectiveness of virtual teams c) Training all managers in emotional intelligence	Should	Fiona Skene		Part of Corporate review of all proposed corporate training.	01/04/22	01/09/24	Organisational Development
LG0001	Legislative/Regulatory Change	Law & Governance	Introduction of Voter ID	Introduction of Voter ID required by the Elections Act 2022	Must	Mario Leo	Digital Services, Communications	None	01/04/23	01/03/24	Empowering Communities
LG0007	Legislative/Regulatory Change	Law & Governance	Review of Local Code of Governance	Review of Local Code of Governance	Must	Mario Leo	Finance		01/10/22	01/05/23	Empowering Communities
LG0008	Legislative/Regulatory Change	Law & Governance	Review of Property Delegations	Review of Property Delegations	Must	Mario Leo	Assets and Regeneration	None	01/10/22	01/05/23	Economic Development
LG0010	Legislative/Regulatory Change	Law & Governance	Constitution Review	Constitution Review	Must	Mario Leo	All Departments	None	01/02/23	01/05/23	Empowering Communities
LG0011	Legislative/Regulatory Change	Law & Governance	Freedom of Information Act 2000 requests	Co-ordinate Council responses to Freedom of Information Act 2000 requests	Must	Mario Leo	All Departments	None	01/05/22	01/05/23	Empowering Communities
LG0012	Legislative/Regulatory Change	Law & Governance	Full Council and Committees Agenda papers	Issues Agenda papers for meetings of Full Council and Committees	Must	Mario Leo	All Departments		01/05/22	01/05/23	Empowering Communities
LG0014	Legislative/Regulatory Change	Law & Governance	Conduct May 2023 Borough Elections	Conduct May 2023 Borough Elections.	Must	Mario Leo	All Departments	None	01/01/23	01/05/23	Empowering Communities
LG0015	Legislative/Regulatory Change	Law & Governance	Annual Election Register Canvass	Annual Election Register Canvass	Must	Mario Leo		None	01/09/22	01/12/22	Empowering Communities
LG0004	Legislative/Regulatory Change	Law & Governance	Member Behaviour guide	Adoption of internal protocol to guide Member Behaviour.	Should	Mario Leo		None	01/10/22	01/05/23	Empowering Communities
LG0005	Legislative/Regulatory Change	Law & Governance	Committee reports sign-off process	Review of system adopted for sign off of Committee reports.	Should	Mario Leo		None	01/10/22	01/05/23	Empowering Communities
LG0006	Legislative/Regulatory Change	Law & Governance	Review of Contract Standing Orders	Review of Contract Standing Orders	Should	Mario Leo	Procurement Team		01/10/22	01/05/23	Empowering Communities
LG0009	Legislative/Regulatory Change	Law & Governance	Alternative budget process	Creation of clear process for submission of alternative budget	Should	Mario Leo	Finance	None	01/12/22	01/05/23	Economic Development
LG0013	Legislative/Regulatory Change	Law & Governance	Induction of new Members elected in May 2023 Borough Elections	Induction of new Members elected in May 2023 Borough Elections	Should	Mario Leo	Democratic and Electoral Services		01/05/23	30/05/23	Empowering Communities
LG0003	Service/efficiency improvement	Law & Governance	Council appointments to external bodies	Review of process used by Council to make appointments to external bodies.	Should	Mario Leo		None	01/10/22	01/05/23	Empowering Communities
LG0016	Staff/Resources	Law & Governance	Regrade Electoral Services Trainee post	Upgrading of existing Electoral Services Trainee post from Grade 4 to Grade 5	Should	Mario Leo	HR	~£3k incl on cost	01/12/22	01/02/23	Organisational Development
EC0009	CBP Strategy	Planning Policy and Economic Development	Neighbourhood planning - Benefits	Ensure that communities understand the potential benefits of neighbourhood planning and neighbourhood forums are in place.	Could	Rachel Raynaud		Sufficient budget at present but will need to ringfence any remaining grant received for potential future N Plans.	xx/xx/xx	xx/xx/xx	Empowering Communities

EC020	CBP Strategy	Planning Policy and Economic Development	Deprivation in the Borough	Undertake an analysis of deprivation in the Borough.	Could	Rachel Raynaud		None	01/04/23	01/03/24	Economic Development
EC043	CBP Strategy	Planning Policy and Economic Development	Facilitate & encourage active transport in the Borough	Facilitate & encourage active transport in the Borough: reduce traffic congestion, Improve air quality, Health & Wellbeing, Reduce vehicle emissions.	Must	Rachel Raynaud	Joint working with SCC		01/09/22	01/09/23	Economic Development
EC043	CBP Strategy	Planning Policy and Economic Development	Investing in sustainable infrastructure	Investing in sustainable infrastructure	Must	Rachel Raynaud	SCC. Highways	None. Funds to deliver any scheme will be required after Phase 2 and Completion of Addlestone Feasibility Study. Grant funding will be sought were applicable and potential use of CIL/S106.	01/09/22	01/09/23	Economic Development
EC053	CBP Strategy	Planning Policy and Economic Development	Managing Flood Risk Policy	Managing Flood Risk Policy: â€¢ Developments guided to area of least flood risk â€¢ Development in flood risk areas subject to Flood Risk Assessment & Management including the effects of Climate Change policy â€¢ Confirmed support for proposals for strategic flood relief measures including the River Thames Scheme (DCO process)	Must	Rachel Raynaud	Supporting Corporate Office	None	01/01/23	xx/xx/xx	Environmental Sustainability
EC010	CBP Strategy	Planning Policy and Economic Development	Neighbourhood planning - Development and Support	To support communities who want to develop their own neighbourhood plan with financial and professional support.	Must	Rachel Raynaud	Legal	Estimated cost for x2 Examinations ~£20,000 (we will receive retrospective grant after Examination to cover).	xx/xx/xx	01/12/24	Empowering Communities
ED003	CBP Strategy	Planning Policy and Economic Development	Employment Land Stock	Ensuring an adequate stock of employment land.	Must	Rachel Raynaud	Consultancy support	None. budget requirement included in Local Plan review costs.	01/01/23	01/12/23	Economic Development
ED015	CBP Strategy	Planning Policy and Economic Development	Businesses sustainability	Encourage businesses to be more sustainable and develop the low carbon circular economy.	Should	Rachel Raynaud		None	xx/xx/xx	xx/xx/xx	Environmental Sustainability
ED011	CBP Strategy	Planning Policy and Economic Development	Future Employment education and training	Ensure education and training provision is preparing young people for future employment.	Should	Rachel Raynaud		None. Funding secured for youth hub until autumn 2023. Will apply for further funding if another funding round is available.	01/09/22	01/09/23	Economic Development
ED001	CBP Strategy	Planning Policy and Economic Development	Upper EM3 area	Promoting the economic importance of the â€œUpper EM3 area'	Should	Rachel Raynaud	Joint work with neighbouring authorities	None	xx/xx/xx	xx/xx/xx	Economic Development
ED002	CBP Strategy	Planning Policy and Economic Development	Promoting the Borough as a business location	Promoting the Borough as a business location.	Should	Rachel Raynaud	Joint work with neighbouring authorities	~£1,500 per annum estimate from existing budgets.	01/04/23	01/03/24	Economic Development
ED004 / E	CBP Strategy	Planning Policy and Economic Development	Develop Business Runnymede/Business Support	Develop Business Runnymede/Business Support - two CBP activities combined	Should	Rachel Raynaud	Seek sponsorship opportunities from businesses/organisations	~£55,876 (covered by SPF). There will be budget requirements for 2024/25 of ~£134,124 also covered by SPF. If service continued in 2025/26 then an additional growth item of ~£107,937 will be required.	xx/xx/xx	xx/xx/xx	Economic Development
ED006	CBP Strategy	Planning Policy and Economic Development	Runnymede Business Awards	Annual business award ceremony	Should	Rachel Raynaud	Potential for legal support if requirement for contract. Seek sponsorship opportunities from businesses/organisations.	None. Additional maybe required in future years if larger event held.	01/04/23	01/03/24	Economic Development
ED007	CBP Strategy	Planning Policy and Economic Development	Development of clusters in tech	Development of strategy and delivery of action plan to accelerate growth in tech clusters.	Should	Rachel Raynaud	Consultancy support	~£2000. Further funding will need to be considered in future years if the scheme is successful.	01/04/23	01/03/24	Economic Development
ED009	CBP Strategy	Planning Policy and Economic Development	Development of the town centres	Establish visitor economy strategic working group and action plan/develop presence on relevant visitor websites/feasibility design work for Chertsey TC to coordinate with LCWIP phase 2)/maintenance improvements to urban realm/6 town centre events x2 in each town centre.	Should	Rachel Raynaud	Consultancy support/joint work with SCC	~£72,638 (includes: ~£17,938 for urban realm maintenance (SPF)/~£30,000 for town centre events, ~£20,000 estimate for additional feasibility work Chertsey TC and remainder for tourism work).	01/04/23	01/03/24	Economic Development
ED010	CBP Strategy	Planning Policy and Economic Development	Increase employer investment in skills and employment	Creative/tech skills academies/bootcamps. 10 Young people into employment pa.	Should	Rachel Raynaud	Consultancy support	None. ~£10,000 already included for 23/24 in MTFS.	01/04/23	01/03/24	Economic Development
PPRE001	Legislative/Regulatory Change	Planning Policy and Economic Development	Progress review of the Local Plan	Progress review of the Local Plan.	Must	Rachel Raynaud	Legal/ procurement/ GIS	~£42,250 for 2023/24	01/01/21	01/03/26	Economic Development

PPV0002	Staff/Resources	Planning Policy and Economic Development	Appointment of a Transport Planner	Appointment of a Transport Planner (1 FTE, permanent) to assist with Local Plan preparation and progression of various projects related to promotion of sustainable and active transport.	Should	Rachel Raynaud	Climate change team	~£70K incl on costs at 28.5%	01/03/23	01/03/24	Environmental Sustainability
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Annual review of the Constitution 2023, (Law and Governance, Mario Leo)

Synopsis of report:

This report details:

- Recommended updates to the Council's Constitution.
- The dissolution of the Runnymede Joint Committee and arrangements for repatriation of any delegated functions.

Recommendation(s):

That the following recommendations be made to Council on 27 April 2023:

1. That the updates to the Constitution be adopted at the beginning of the 2023/24 municipal year i.e. from 18 May 2023.
2. That Surrey County Council's withdrawal from The Runnymede Joint Committee be noted.
3. That Runnymede Borough Council withdraws from the Runnymede Joint Committee with immediate effect, thus bringing about the Joint Committee's dissolution.
4. That the Corporate Head of Law and Governance be delegated authority to make any unforeseen and necessary changes to the Constitution, arising from the dissolution of the Runnymede Joint Committee, in consultation with the Leader of the Council.

1. Context and background of report

1.1 Runnymede Joint Committee

- 1.2 On 20 October 2022, Surrey County Council (SCC) gave notice to districts and boroughs, stating that it would be withdrawing from joint committees by the end of this municipal year.

Updates to the Constitution

- 1.3 Councils are required to maintain a Constitution, the provisions within which are governed by Section 9P of the Local Government Act and subsequent Constitution Direction issued by the then Secretary of State.
- 1.4 The Council undertakes reviews of the Constitution on an annual basis to ensure that provisions remain necessary and current.

2. Report

Runnymede Joint Committee

- 2.1 In response to SCCs notice to withdraw from the Runnymede Joint Committee, the Corporate Head of Law and Governance and the Head of Democratic Services undertook a review of the constitutional arrangements facilitating this Committee and presented their findings to the Constitution Member Working Party on 21 February 2023.
- 2.2 During this review, no provisions requiring repatriation were identified. It is however suggested that a delegation be given to the Corporate Head of Law and Governance, in consultation with the Leader of the Council, to make necessary changes to the Constitution, in the event that unforeseen urgent issues arise.

Updates to the Constitution

- 2.1 The Constitution Member Working Party considered a series of proposed changes at its meeting on 21 February 2023. The changes that are proposed are itemised on the document at appendix 1 of this report. Accompanying this appendix is the suite of documents that have been updated as part of this review. Some of the proposed changes were required as a result of separate Committee decisions and where this applies, notes are included on the summary document.
- 2.2 There were occasional matters that arose after the Constitution Member Working Party's final meeting of the municipal year. These matters are specifically listed below, should the Committee wish to review the proposals:
 - i. **Row 7 of the summary document** – removal of the reference “(other than in relation to staff employment by the authority)” so that all equalities related matters come before the Corporate Management Committee.
 - ii. **Row 27 of the summary document** – inclusion of reference to the ombudsman's role. This does not change the provisions of the Council's Constitution.
 - iii. **Row 32 of the summary document** – inclusion of the officer gifts and hospitality form in response to auditor recommendation. This does not change the provisions of the Council's Constitution.
- 2.2 Separately to the review of the content of the Constitution, a review of the way in which it is compiled and published is being undertaken. This is to ensure that it is an accessible and more manageable document to maintain. Members are therefore requested to focus their attention on the content of any amendments, as the formatting and numbering will be addressed at the next stage of this process. On completion of this task, the Constitution will be available to members via the moderngov app, in addition to the website.

(To recommend to Council)

Constitution amendments April 2023 – summary of changes

	Title <i>Part name / document number</i>	Description of amendment	Notes	Proposed change made to relevant document?	Change agreed by Constitution Member Working Party
	Part 1 – summary and explanation				
1.	No amendments				
	Part 2 - articles				
2.	Article 8 <i>Standards and Audit</i>	Inclusion of reference to the new sub-committee (see below)		Yes	Yes
3.	Article 11 <i>Officers</i>	Amend references to the statutory S.151 officer, to account for a second Assistant Chief Executive.		Yes	Yes
4.	Article 14 Constitution	Inclusion of a reference to the new minor amendments delegation		Yes	Yes
	Part 3 – responsibility for functions				
5.	Business relationships and economic growth (2.15) <i>Committee responsibilities functions table / 3a</i>	Move 2.15 from Environment and Sustainability to Corporate Management		Yes	Yes
6.	Grounds Maintenance <i>Committee responsibilities functions table / 3a</i>	Move 4.7 from Community Services to Environment and Sustainability.		Yes	Yes

7.	Equalities issues <i>Committee responsibilities functions table / 3a</i>	Move 4.13 from Community Services to Corporate Management.		Yes	Yes
8.	Runnymede Travel Initiative <i>Committee responsibilities functions table / 3a</i>	Delete 4.20.	The Runnymede Travel Initiative no longer exists.	Yes	Yes
9.	Dissolution of the Runnymede Joint Committee <i>Committee responsibilities functions table / 3a</i>	Deletion of provision.		Yes	Yes
10.	Creation of an Audit and Standards Sub-Committee <i>Committee responsibilities functions table / 3a</i>	Separate sub-committee to transact a specified function around staff grievances.		Yes	Yes
11.	Creation of a Standing Appointments Sub-Committee <i>Committee responsibilities functions table / 3a</i>	Introduction of a standing committee, to be appointed to at each Annual Council, on a politically proportionate basis.		Yes	Yes
12.	Climate change responsibilities <i>Committee responsibilities functions table / 3a</i>	Distribution of functions in relation to climate change. See separate appendix 3.		Yes	Yes
13.	Dissolution of the Runnymede Joint Committee <i>Runnymede Joint Committee Constitution / 3b</i>	Deletion of the Constitution document.		Yes	Yes
14.	Property acquisitions <i>Scheme of delegation – matters reserved to committee of council / 3c</i>	Change “transactions” reference to “acquisitions” in para 4.2.		Yes	Yes
15.	Review of post titles <i>Scheme of delegation – whole document / 3c</i>	Amend references to the statutory S.151 officer, to account for a second		Yes	Yes

		Assistant Chief Executive.			
16.	Review of post titles <i>Division of officer responsibilities - cemeteries / 3c</i>	Move from CH of Community Services to CH of Environmental Services		Yes	Yes
17.	Review of post titles <i>Division of officer responsibilities – grant aid / 3c</i>	Move from CH of Legal and Governance to CH of Community Services		Yes	Yes
18.	Minor amendments to the Constitution <i>Division of officer responsibilities – minor amendments to the constitution / functions specifically or conditionally delegated to officers / 3c</i>	Minor amendments to the constitution delegated to the CH of Law of Governance and the Head of Democratic Services	To enable minor reviews of elements such as post titles (usually where there has been a restructure or other similar review) or there are matters where the authority has limited discretion about how a matter is transacted.	Yes	Yes
19.	Car parks <i>Functions specifically or conditionally delegated to officers / 3c</i>	Introduction of a provision to issue fixed term parking permits.		Yes	Yes
20.	Rights of access over council land <i>Functions specifically or conditionally delegated to officers / 3c</i>	Move from CH of Law and Governance to CH of Assets and Regeneration in consultation with the CH of Housing (where appropriate)		Yes	Yes
21.	Property and leases <i>Functions specifically or conditionally delegated to officers / 3c</i>	Various delegations sought by the CH of Assets and Regeneration.		Yes	Considered by Corporate Management Committee – approved changes made.

	Part 4 – rules of procedure, standing orders and financial regulations				
22.	Standing orders <i>Provisions for some motions not to be referred to a committee</i>	Insertion of a provision at SO15.6b) to allow the Leader of the Council or the Chief Executive to communicate the outcome of a motion passed by the Council to a third party.		Yes	Yes
23.	Standing orders <i>Provisions for recorded votes on budget and council tax setting / 4a</i>	Insertion of the statutory provisions for recorded votes on budget matters at SO25.2.		Yes	Yes
24.	Standing orders <i>Provisions for proposing budget amendments / 4a</i>	Insertion of the necessary principles agreed by the CMWP to give effect to the new arrangements (para 17.8)		Yes	Yes
25.	Standing orders <i>Provisions for outside body appointments / 4a</i>	Insertion of the necessary principles agreed by the CMWP to give effect to the new arrangements (para 39.6)		Yes	Yes
26.	Standing orders <i>Provisions for speaking at Planning Committee / 4a</i>	Amendments to Standing Orders 39.23 and 39.25. Additions to the Standing Orders – 39.28 and 39.29.		Yes	Yes
27.	Standing orders Provisions for Standards and Audit complaints / 4a	Clarification on Ombudsman involvement.		Yes	
28.	Contract Standing Orders <i>Contract Standing Orders / 4e</i>	Amendments arising from adjustments to financial limits agreed elsewhere.		Yes	Yes

	Part 5 – codes and protocols				
29.	Updated gifts and hospitality procedure rules <i>Gifts and hospitality for members / 5c</i>	Inclusion of elements requested by the auditor.		Yes	Yes
30.	Updated member / officer protocol <i>Member / officer protocol / 5k</i>	Inclusion of examples of unacceptable behaviour, as requested by the CMWP		Yes	Yes
31.	Updated member / officer protocol <i>Member / officer protocol / 5k</i>	Inclusion of timescales for responding to member enquiries		Yes	Yes
32.	Gifts and hospitality form <i>Officer code of conduct / 5p</i>	Inclusion of the officer form, in accordance with auditor recommendation		Yes	
	Part 6 – members' allowances scheme				
33.	Discontinuation of the Runnymede Joint Committee / 6a <i>Members allowances scheme</i>	Removal of allowances. Being progressed as part of a separate report to Corporate Management and Council		Separate report on member allowances	
34.	Annual increase in allowances <i>Members allowances scheme</i>	Being progressed as part of a separate report to Corporate Management and Council		Separate report on member allowances	
	Part 7 – management structure				
35.	Updated structure chart	An updated structure chart will be included nearer the point that the updated constitution is put forward for formal agreement			

ARTICLE 8 - THE STANDARDS AND AUDIT COMMITTEE

8.01 Standards Committee

The Council will appoint a standards committee in accordance with the Localism Act 2011. The Committee will also have responsibilities for the oversight of the internal audit function and of the Council's systems of internal control as set out in 8.03, and will be known as the Standards and Audit Committee. It will be politically balanced.

8.02 Composition

The Standards and Audit Committee will be composed of ten Councillors.

Full Council will appoint independent persons who can be consulted when issues concerning conduct arise.

8.03 Role and Function

The Standards and Audit Committee will have the following roles and functions:

- (a) promoting and maintaining high standards of conduct by Councillors and co-opted Members;
- (b) assisting the Councillors and co-opted Members to observe the Members' Code of Conduct;
- (c) advising the Council on the adoption or revision of the Members' Code of Conduct;
- (d) monitoring the operation of the Members' Code of Conduct;
- (e) advising, training or arranging to train Councillors and co-opted Members on matters relating to the Members' Code of Conduct;
- (f) granting those dispensations to Councillors and co-opted Members from certain requirements relating to interests arising under the Members' Code of Conduct which are not delegated to the Monitoring Officer to determine, in accordance with the relevant legislation and in consultation with the Independent persons.
- (g) considering appeals by Councillors and co-opted Members, where no dispensation has been granted by the Monitoring Officer;
- (h) assessing and considering complaints about the conduct of Councillors, and co-opted Members which are not determined by the Monitoring Officer under delegated authority, in the manner required by law and in accordance with the procedures in force;
- (i) dealing with any reports from the Monitoring Officer on any matter referred to the Monitoring Officer; including complaints about the Council;
- (j) taking an overview of Local Government and Social Care Ombudsman investigations and considering their outcomes where appropriate;
- (k) ~~considering-determining~~ appeals against dismissal and grievances (including salary gradings) by employees of the Council (via the Standards and Audit Sub-Committee);
- (l) considering matters arising from internal audit and control reports;
- (m) considering the Council's corporate systems and controls, compliance with legislation and control procedures,

(n) in relation to risk management oversight of all risk analysis and risk assessment, risk response, and risk monitoring including:

- the establishment of risk management across the organisation, including partnerships;
- awareness of the Council's risk appetite and tolerance;
- reviewing the risk portfolio;
- being appraised of the most significant risks;
- determining whether management's response to risk and changes in risk are appropriate.

(o) considering the scope of internal audit activity;

(p) considering such matters arising from external audit as may be referred to it by the external auditor;

(q) recommend appointment of external auditors;

(r) to recommend to Council individuals suitable for appointment as Independent Persons;

(s) determining the expenses and allowances of the Independent Persons following their initial determination by the Monitoring Officer in consultation with the Leader of the Council and Chairman of this Committee.

8.04 **Hearings**

All hearings and assessments of complaints against Members will be conducted in accordance with the current legal requirements and (subject to that) the provisions set out in the Administrative and Procedural Standing Orders in Part 4 of this Constitution.

ARTICLE 11 - OFFICERS

11.01 Management Structure

- (a) **General.** The Council may engage such staff (referred to as Officers) as it considers necessary to carry out its functions.
- (b) **Chief Officers.** Subject to any changes approved by the authority, the Council will engage persons for the following posts, who will be designated Chief Officers:

Post	Functions and areas of responsibility
Chief Executive	Overall corporate management and operational responsibility (including overall management responsibility for all Officers) Ensuring appropriate professional advice to all parties in the decision making process. Together with the Monitoring Officer, to maintain a system of record keeping for all the Council's decisions. Representing the Council on partnership and external bodies (as required by statute or the Council). Human Resources, Communications, Corporate Policy and Strategy.
Corporate Head of Law and Governance	Corporate administration and governance, legal services, democratic services, local land charges.
Assistant Chief Executive (ACE151)	Council tax and non-domestic rates collection, central accounting services, all other central financial functions and advice, benefits, internal audit, IT matters, Customer Services Centre, Assets and Regeneration, Procurement.

There are also a number of Corporate Heads with responsibility for specific service areas and these are shown on the Management Structure Chart at the end of the Constitution.

- (c) **Head of Paid Service, Monitoring Officer and Chief Finance Officer.** The Council designates the following posts as shown:

Post	Designation
Chief Executive	Head of Paid Service (Section 4, Local Government and Housing Act 1989)
Corporate Head of Law and Governance	Monitoring Officer (Section 5, Local Government and Housing Act 1989)
Assistant Chief Executive (ACE151)	Chief Finance Officer (Section 151, Local Government Act 1972 and Section 114, Local Government Finance Act 1988).

Such posts will have the functions described in Article 11.02-11.04 below.

- (d) **Structure.** The Head of Paid Service will determine and publicise a description of the overall departmental structure of the Council showing the management structure and deployment of Officers. This is set out in Part 7 of this Constitution.

11.02 Functions of the Head of Paid Service

- (a) **Discharge of functions by the Council.** The Head of Paid Service will advise the Council as required on issues such as the Pay and Workforce.
- (b) **Restrictions on functions.** The Head of Paid Service may not be the Monitoring Officer but may hold the post of Chief Finance Officer if a qualified accountant.

11.03 **Functions of the Monitoring Officer**

- (a) **Maintaining the Constitution.** The Monitoring Officer will maintain an up to date version of the Constitution and will ensure that it is widely available for Members, staff and the public.
- (b) **Ensuring lawfulness and fairness of decision making and activity.** After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the full Council if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- (c) **Supporting the Standards and Audit Committee.** The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards and Audit Committee, and will assist the Committee in considering allegations that a Member has broken the Code of Conduct.
- (d) **Conducting investigations.** The Monitoring Officer will conduct or arrange investigations into allegations against Members referred to the Council and other matters received under relevant regulations, and arrange for the Standards and Audit Committee to receive reports or recommendations in respect of them.
- (e) **Proper Officer for access to information.** The Monitoring Officer will ensure that decisions, together with the reasons for those decisions and relevant Officer reports and background papers, are made publicly available as soon as possible.
- (f) **Providing advice.** The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, and probity to all Councillors.
- (g) **Restrictions on posts.** The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.
- (h) **Designation of Deputy.** The Monitoring Officer will designate an Officer to deputise for him in his absence. He has presently designated the Deputy Head of Law and Governance.

11.04 **Functions of the Chief Finance Officer**

- (a) **Ensuring financial lawfulness and prudence of decision making.** After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to the full Council and the Council's external auditor if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.
- (b) **Administration of financial affairs.** The Chief Finance Officer will provide advice on the scope of powers and authority to take financial decisions, the avoidance of maladministration in such matters, and financial propriety and probity to all Councillors, and will support and advise Councillors and Officers in their respective roles.

(c) **Give financial information.** The Chief Finance Officer will provide financial information to the media, members of the public and the community.

11.05 Duty to provide sufficient resources to the Head of Paid Service, the Monitoring Officer and Chief Finance Officer

By law, the Council must provide the Head of Paid Service, the Monitoring Officer and Chief Finance Officer with such staff, accommodation and other resources as are in the opinion of those Officers sufficient to allow their duties to be performed.

11.06 Conduct

Officers, and where relevant Members, will comply with the Officers' Code of Conduct, the Monitoring Officer Protocol and the Protocol on Officer/Member Relations set out in Part 5 of this Constitution.

11.07 Employment

The recruitment, selection and dismissal of Officers will comply with the relevant Standing Orders set out in Part 4 of this Constitution, and with the Council's current Human Resources Policies and Procedures approved by the Council.

ARTICLE 14 - REVIEW AND REVISION OF THE CONSTITUTION

14.01 Duty to monitor and review the Constitution

The Monitoring Officer will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect. He or she will report annually to the Corporate Management Committee and any other Committees he or she considers suitable.

14.02 Protocol for monitoring and reviewing of Constitution by Monitoring Officer

The Monitoring Officer is to consider the strengths and weaknesses of the Constitution adopted by the Council, and to make recommendations for the way in which it could be amended in order better to achieve the purposes set out in Article 1. In undertaking this task the Monitoring Officer may:

1. observe meetings of different parts of the Member and Officer structure;
2. undertake an audit trail of a sample of decisions;
3. record and analyse issues raised with him/her by Members, Officers, the public and other relevant stakeholders;
4. compare practices in this authority with those in other comparable authorities, or national examples of best practice; and
5. report to the Corporate Management Committee.

14.03 Changes to the Constitution

Subject to any delegation to officers, relating to minor amendments, Changes to the constitution will only be approved by the full Council after consideration of the proposal by Corporate Management Committee, together with the results of any required public consultation. The Constitution ~~and Legislation~~ Member Working Party will make recommendations on any changes to Corporate Management Committee.

COMMITTEE RESPONSIBILITIES

The table on the next pages shows the responsibilities allocated to each Committee. The Scheme of Delegation which follows identifies those which must be the subject of recommendation to the full Council and those which the Committee may decide itself. The table and Scheme must be read subject to the General Note (paragraph 1) and Standard Duties (paragraph 2) below.

Member Working Parties are not Committees and have no decision-making powers, but can fulfil an important research and advisory function. They should be constituted in accordance with the protocol set out in paragraph 3 below.

The Constitution uses the phrase "delegated function" to refer to a function which may be exercised by a Committee, Sub-Committee or Officer.

1. GENERAL NOTE

- 1.1 Notwithstanding anything else in this document, if a particular matter or project falls under the Terms of Reference of more than one Committee, the Council may designate one Committee as the "lead" Committee for that subject. The lead Committee shall then have all the powers and functions of other relevant Committees in relation to that subject. It may also if it wishes refer any aspects of the matter to another appropriate Committee for decision, recommendation to Council, or comment to the lead Committee. (See also 1.4 below).
- 1.2 No Committee or Sub-Committee or Officer shall take any action requiring expenditure unless suitable budgetary provision has been approved.
- 1.3 Decisions on the matters set out in Article 4, or asterisked in the Scheme of Delegation, are reserved to the Council, and the role of each Committee in such matters is to make appropriate recommendations to the Council. However, if it is lawful for a Committee to take the decision, and if in the opinion of the Chairman and Vice-Chairman (or the person presiding at the Meeting of the Committee in question) a decision on the matter is needed so urgently that it cannot reasonably be delayed until the next Meeting of the Council, the matter in question shall become a delegated function for the purposes of that decision only.
- 1.4 If at least thirty per cent of the full number of voting Members of a Committee so request at any time before the vote is taken, the decision on a particular item of business before the Committee shall be referred to the full Council even though it is normally a delegated function. This will not prevent the Committee from debating the matter and making a recommendation.

Such a request cannot be made if:

- the item has been identified on the written agenda as the subject of an urgently needed decision and the Chairman's agreement under 1.3 above; or
 - the delay caused by referring the decision to the Council will lead to breach of a legislative or contractual deadline; or
 - the Chairman of the meeting is satisfied, having consulted any or all of the Chief Executive, Monitoring Officer, Chief Financial Officer, and other appropriate and available staff, that the Council's interests will be substantially prejudiced by the delay.
- 1.5 Committees shall not appoint sub-committees except with the agreement of the full Council, which must have regard to regulations and the Secretary of State's guidance concerning the appointment of sub-committees.
 - 1.6 Decisions of Committees or Sub-Committees taken in the exercise of delegated functions are the decisions of the Council for all purposes, unless rescinded in accordance with Standing Orders. For most decisions there will be a four working day delay before they can be implemented, to allow the Overview and Scrutiny Select Committee the right of call-in under Standing Order 27.8 (in Part 4 of this Constitution).

- 1.7 Decisions taken by Officers in the exercise of delegated functions are the decisions of the Council for all purposes unless rescinded in accordance with Standing Orders.
- 1.8 Where a function delegated to an Officer requires consultation or agreement with the Chairman of a Committee, and the Chairman is absent, that function may be fulfilled by his Vice-Chairman, or in his absence the Chairman of Corporate Management Committee (or if absent the Vice-Chairman), unless a different rule is given in the note of delegation.

2. STANDARD DUTIES

Each Committee has the following standard functions and authority:-

- 2.1 To set objectives and quality standards for the efficient provision of services within the Committee's Terms of Reference;
- 2.2 To set a realistic programme to achieve the objectives and standards mentioned in 2.1 above and to examine performance against the programmes and estimates from time to time adopted by the Council;
- 2.3 To determine the content of any representations to be made to central Government departments, Local Authority Associations, Members of Parliament, and any national body or organisation, regarding current or proposed legislation or policy relating to matters within the Committee's Terms of Reference; save that representations on technical or procedural points may be made by the appropriate Chief Officer or as provided within the Scheme of Delegation.
- 2.4 The approval of capital schemes for which estimate provision has already been approved;
- 2.5 To make recommendations to the Corporate Management Committee regarding the necessity for the compulsory purchase of land for any function within the Committee's Terms of Reference;
- 2.6 To make nominations or appointments to any body whose functions touch and concern the Committee's terms of reference. The Corporate Management Committee, however, has authority to make any nomination or appointment it considers appropriate.

3. MEMBER WORKING PARTIES

General Terms of Reference

- 3.1 Member Working Parties (MWP) are not Committees and have no decision-making powers. Officers may not act upon them without the authority of the relevant Committee, Sub-Committee, or authorised Officer. However, they can fulfil an important research and advisory function.
- 3.2 The Council has seven MWPs which are attended by Councillors and Lead Officers. Their work informs the service Committees and focuses on those issues which are essential in delivering the Corporate Plan. The MWPs as at 28 April 2022 are:
- Climate Change
 - Health & Wellbeing
 - Service & Digital Transformation
 - Constitution
 - Human Resources
 - Infrastructure & Economic Development
 - Housing & Enabling
- 3.3 Each MWP will focus on 2-3 key themes, as agreed in advance at the start of Municipal Year by the chairman of both the service Committee, the MWP and lead officer(s) in conjunction with the Chief Executive, whether at a corporate or service level. Members will be able to review:
- a. Policies and strategies
 - b. Understand and evaluate the potential challenges of new legislation
 - c. Explore new ways of working
 - d. Review projects and performance
 - e. Evaluate customer feedback

- f. Discuss further opportunities or new ways of approaching old challenges
 - g. Evaluate opportunities for income generation
- 3.4 There will be between 5-7 Members on each MWP, which will each be cross-party.
 - 3.5 A Member may attend a MWP as a non-member but may only speak with the permission of the MWP chair.
 - 3.6 All Members are expected to serve on one MWP, with the exception of the serving Mayor, who will not sit on any MWPs.
 - 3.7 Each MWP will have at least one lead officer, and all meetings will have a formal agenda and will be clerked, with notes taking the form of action points. These will be circulated to all Councillors, copying in the Chief Executive. Members may request a short report being prepared for consideration of an item. Any papers circulated in advance are to go through the Democratic Services Officer servicing that meeting.
 - 3.8 Each MWP will be scheduled to take place four times per year, with ad hoc meetings arranged as and when required. Cancellation of a meeting can only take place with the agreement of the MWP chair and lead officer.
 - 3.9 Meetings of any MWPs shall be held in private, and in the unlikely event of any publicity and communications with members of the public, it must be made clear that the responsibility for the relevant decisions lies with the relevant Committee, Sub-Committee, or authorised Officer.
 - 3.10 The Leader and Deputy Leader of the Council, Chairmen and Vice Chairmen of Committees, and for certain civic purposes the Mayor, will remain as the official spokesmen for the purposes of press releases etc.
 - 3.11 Unless otherwise stated, all meetings to be arranged to start at 7:30pm and normally are held on MS Teams. The meeting time can be varied by arrangement through the appropriate Democratic Services Officer and with the agreement of the majority of Members.
 - 3.12 All Members are expected to serve on one MWP, with the exception of the serving Mayor, who will not sit on any MWP's.

Committee	Membership (Note: this may be varied by resolution of the Council)	Functions within Committee terms of reference
1. Corporate Management	Twelve Members of the Council	<p>1.1 The documents, policies and decisions comprised within the Policy Framework, so far as not within the terms of reference of any other Committee.</p> <p>1.2 Corporate Organisation and structure, including the Constitution.</p> <p>1.3 Any matter not within the terms of reference of another policy Committee.</p> <p>1.4 Management of the Council's financial strategy, affairs and functions, including collection and administration of local taxation, Council Tax Support Scheme.</p> <p>1.5 Asset Management Planning Strategy property reviews, Property Investment Strategy.</p> <p>1.6 Purchase up to £20m in value, management and disposal (where borrowing approval is in place) of real property including the Council's Offices and Depots. (Note: other Committees may have management responsibilities restricted to service purposes).</p> <p>1.7 Town centre and other regeneration or improvement schemes promoted by the Council other than as housing authority.</p> <p>1.8 Exercise of the Council's powers as Trustee of any land held by the Council in trust for purposes within the Committee's remit, through a Management Committee where appointed.</p> <p>1.9 Electoral matters.</p> <p>1.10 Staffing organisation and establishment, policies on pay, pensions, compensation and matters with an additional budgetary impact</p> <p>1.11 The procurement and use of information and communications technology</p>

Committee	Membership (Note: this may be varied by resolution of the Council)	Functions within Committee terms of reference
		<p>1.12 Central professional and administrative services</p> <p>1.13 Insurance</p> <p>1.14 Equality Policy</p> <p>1.15 Community Right to Challenge and Community Right to Bid for Assets of Community Value</p> <p>1.16 General administrative matters.</p> <p>1.17 Appointment and nominations to any outside bodies (if no appointment is made by another Committee under para 2.6 of the list of Standard Duties).</p> <p>1.18 If urgent, and with the consent of the Chairman of that Committee, to exercise any function of another policy committee.</p> <p>1.19 To exercise the Council's powers and rights as a shareholder in respect of any company in which the Council has a shareholding.</p> <p>1.20 Economic Development</p> <p><u>1.21 The Runnymede Business Partnership, and relationships with Chambers of Commerce and other organisations relevant to the economic well-being of the Borough.</u></p> <p><u>1.22 Equalities issues and liaison with local bodies concerned with such issues.</u></p>
2. Environment & Sustainability	Ten Members of the Council	<p>2.1 Pollution control, environmental protection, and statutory nuisances (other than control of private housing standards).</p> <p>2.2 Food legislation.</p> <p>2.3 Public health functions.</p> <p>2.4 Refuse collection.</p> <p>2.5 Recycling of waste.</p> <p>2.6 Energy management (other than in Council homes).</p>

		<p>2.7 Sustainability and climate change Strategy and Policy and Flooding and emergency planning.</p> <p>2.8 The provision and management of parking, and the fixing of parking charges. Decriminalised parking enforcement</p> <p>2.9 Street trading</p> <p><u>2.10 Grounds Maintenance</u></p>
Committee	Membership (Note: this may be varied by resolution of the Council)	Functions within Committee terms of reference
		<p>2.10 All highways functions exercisable by the Council Transportation and Infrastructure</p> <p>2.11 Amenity management and maintenance on highways and public spaces, other than parks and Council open spaces.</p> <p>2.12 Street naming and numbering.</p> <p>2.13 All land drainage functions exercisable by the Council.</p> <p>2.14 Animal Licensing</p> <p>2.15 The Runnymede Business Partnership, and relationships with Chambers of Commerce and other organisations relevant to the economic well-being of the Borough.</p> <p>2.16 DSO vehicles</p>
3. Housing	Ten Members of the Council	<p>3.1 Provision, assistance, or procurement of Council, social, and affordable housing (except functions under the Planning Acts), and the making of recommendations to Corporate Management Committee for any property acquisition or disposal to achieve these objectives.</p> <p>3.2 Management of Council housing, including energy management.</p> <p>3.3 Homelessness Strategy and Temporary Accommodation</p>

Committee	<p>Membership (Note: this may be varied by resolution of the Council)</p>	<p>3.4 Sale of Council Houses.</p> <p>3.5 Private housing standards (including control of houses in multiple occupation) and grants.</p> <p>3.6 Private Sector Renewal Strategy.</p> <p>Functions within Committee terms of reference</p> <p>3.7 Exercise of the Council's powers as Trustee of any land held by the Council in trust for purposes within the Committee's remit, through a Management Committee where appointed.</p> <p>3.8 HRA Business Plan.</p> <p>3.9 Housing Capital Programme.</p> <p>3.10 Tenant Strategy and Policy.</p> <p>3.11 Housing Benefits and Discretionary Housing Payments (DHP).</p> <p>3.12 Independent Retirement Living Service.</p>
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<p>4. Community Services</p> <p>Committee</p>	<p>Ten Members of the Council</p> <p>Membership (Note: this may be varied by resolution of the Council)</p>	<p>4.1 Provision and management of all the Council's indoor and outdoor sporting, leisure and recreational facilities (including allotments) and events, and the making of recommendations to Corporate Management Committee for any property acquisition or disposal to achieve these objectives.</p> <p>4.2 Services for older persons, including Community Meals services, Community Alarm/Careline system, Day Centres, and Community Transport, Handyperson Scheme, Home Improvement Agency, Disabled Facilities Grants and the making of recommendations to Corporate Management Committee for any property acquisition or disposal to achieve these objectives.</p> <p>4.3 Services and activities for youth and children.</p> <p>4.4 Other personally based services provided by the Council.</p> <p>4.5 Relations with the local Leisure Trust, Community Foundation for Surrey, and other bodies working in partnership with the Council or in its area on matters within the Committee's terms of reference.</p> <p>Functions within Committee terms of reference</p> <p>4.6 Appointment of Trustees to Leisure Trust</p> <p>4.7 Grounds Maintenance</p> <p>4.8 Chertsey Museum.</p> <p>4.9 Support and development of sports, the Arts and other leisure activities in the Borough.</p>
		<p>4.10 Tourism.</p> <p>4.11 Relationships with the Third Sector</p>

		<p>4.12 Grant Aid not expressly delegated to another Committee.</p> <p>4.13 Equalities issues (other than in relation to staff employment by the authority) and liaison with local bodies concerned with such issues.</p> <p>4.14 Consultations on health service provision.</p> <p>4.15 Cemeteries, crematoria and closed churchyards.</p> <p>4.16 Burials and cremations which are the Council's responsibility.</p> <p>4.17 Exercise of the Council's powers as Trustee of any land held by the Council in trust for purposes within the Committee's remit, through a Management Committee where appointed.</p> <p>4.18 Community Safety including Safer Runnymede</p> <p>4.19 Armed Forces Covenant</p> <p>4.20 Runnymede Travel Initiative</p>
Committee	Membership (Note: this may be varied by resolution of the Council)	Functions within Committee terms of reference
		4.21 Safeguarding
5. Planning	Fifteen Members of the Council	<p>5.1 All functions under the Planning Acts or any other function of the Council as Local Planning Authority except property management, acquisition and disposal.</p> <p>5.2 Building Control and dangerous and dilapidated buildings and structures.</p> <p>5.3 Car parking standards and general strategy, but not provision or management of specific parking, or car park charges.</p> <p>5.4 High hedges under part 8 Anti-Social Behaviour Act 2003.</p>

6. Licensing	Eleven Members of the Council (The Committee may form Sub-Committees for discharge of any of its functions)	<p>6.1 All matters relating to the discharge by the Council of its licensing functions under the Licensing Act 2003.</p> <p>6.2 All functions of the authority which relate to licensing functions under the Licensing Act 2003, but are not licensing functions.</p> <p>6.3 Any non-licensing matter which is referred to the Licensing Committee under Section 7 (5) (b) of the Licensing Act 2003, subject (except in cases of urgency) to consideration of the report of any of the authority's other Committees which have responsibility for the matter concerned.</p>
7. Regulatory	Five Members of the Licensing Committee	<p>7.1 All licensing and registration functions of the Council which are neither within the terms of reference of the Licensing Committee nor committed to any other Committee.</p> <p>7.2 Busking and Street Entertainment Policy.</p> <p>7.3 Gambling Act 2005 & Policy.</p> <p>7.4 Public Charitable Collections.</p>
Committee	Membership (Note: this may be varied by resolution of the Council)	Functions within Committee terms of reference
		7.5 Hackney Carriage and private hire policies and procedures.
8. Englefield Green	The Members of the Council for Englefield Green East and West Wards, together with the Mayor and Deputy Mayor (if lawful) and two residents' representatives.	<p>a) To make recommendations to the Council on annual and capital expenditure on the land known as Englefield Green leased from the Crown.</p> <p>b) To exercise the Council's powers and duties on all other matters relating to Englefield Green under the Crown lease</p>
9. Standards and Audit Committee	Ten Members of the Authority	The functions set out in Article 8 of this Constitution.
<u>10. Standards and Audit Sub-Committee.</u>	<u>Three members of the Standards and Audit Committee (plus one member as a reserve)</u>	<u>Employee appeals in relation to dismissal and grievances (including salary gradings)</u>

101. Crime and Disorder Committee	The same as the Overview and Scrutiny Select Committee	<p>The functions given to the Committee under section 19 and Schedule 8 of the Police and Justice Act 2006, including review or scrutiny of action taken by responsible authorities exercising crime and disorder functions and power to make reports thereon to the Council;</p> <p>For the avoidance of doubt these matters will normally include the Community Safety Strategy and the Safer Runnymede initiative</p>
124. Overview & Scrutiny Select Committee	Nine Members of the Authority	The functions set out in Article 6 of this Constitution
13. Standing Appointments Sub-Committee	Five Members of the Authority	<p>12. a) <u>To administer relevant chief officer appointments.</u></p> <p>b) <u>To make recommendations on preferred candidate appointments.</u></p>
124. All Committees		Any licensing matter referred to the Committee under Section 7 (5) (a) of the Licensing Act 2003, subject except in cases of urgency to consideration of a report from the Licensing Committee.

Climate change activities – Committee areas of responsibility

Corporate Management Committee

- Overall co-ordination of climate change activities with regular review of the Climate Change Action Plan
- Communications Strategy including with businesses and residents
- Policy and strategy formulation
- Resource Allocation
- Events and campaigns
- Responses to consultation and setting of Council policy in respect of Heathrow (including access to Heathrow and other airports).
- Transport initiatives in general including active travel and public transport proposals
- EV Charging Policy and Initiatives
- Management of the Council's civic and commercial stock with a view to making assets as energy efficient as possible

Planning Committee

- Implementation of measures in the current Local Plan to further a climate change approach including carbon reduction/offsetting, energy efficiency, improvement of air quality and biodiversity
- Development of policies in the emerging Local Plan post 2030.
- Through Development Management, scrutiny and control of planning permissions to ensure that conditions relating to climate change are met.

Environment and Sustainability Committee

- Waste management and minimisation/ recycling initiatives (including response to the SEP Strategic Plan and the Government's Waste Bill)
- Fleet (except for Community Transport)
- Depot management
- Initiatives relating to open spaces, cemeteries and parks (within the policy guidelines set by the Community Services Committee)
- Additional tree planting initiatives and biodiversity on Council owned land
- Air Quality Monitoring and new initiatives to reduce environmental
- Reduction of pollution relating to the environment including noise reduction where necessary, littering, fly tipping and graffiti
- Management and maintenance of trees on Council owned land
- Working with private landlords to encourage an approach to energy efficiency in private rented homes as well as commercial premises

Community Services

- Setting a policy framework for climate change initiatives in parks and open spaces
- Supporting initiatives which encourage and enhance active travel and health and well-being generally as well as better public transport links to key facilities such as hospitals
- Tree Planting Policy
- Management and maintenance of the community transport fleet

Housing Committee

- Improving and enhancing energy efficiency in Council owned stock whether by replacement or retro fitting modern facilities
- Feeding into the Council's planning policies to encourage energy efficiency particularly in affordable homes
- Setting high energy efficiency standards in any new build projects
- Assisting tenants (public and private) to be energy efficient
- Working with partners (e.g. RSL's) to encourage energy efficiency across the Borough in relation to both new and existing stock

JOINT COMMITTEES

Joint Committee for the oversight of delivery of Surrey Public Authority Services ("Surrey First")	One Member appointed by Runnymede Borough Council to Joint Committee comprising the Surrey local authorities and the Surrey Police Authority.	<ul style="list-style-type: none"> • oversee joint working arrangements of the Authorities; • promote good working practice amongst the Authorities; • appoint such task groups or sub-committees as it considers necessary; • identify the range of services for inclusion in a Joint Venture Company ("JVC"); • approve the draft Articles and Memorandum of Association of the JVC; • approve the draft revised Terms of Reference for the Joint
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		Committee to provide for governance and oversight of the JVC, and manage the project budget.
Surrey Police and Crime Panel	One Member appointed by Runnymede Borough Council to Joint Committee comprising the Surrey local authorities and two Independent Members.	Functions as set out in the Police Reform and Social Responsibility Act 2011.
Runnymede Joint Committee	Six members appointed by Runnymede Borough Council and 6 Members appointed by Surrey County Council	The governance arrangements for the Joint Committee are appended

SCHEME OF DELEGATION

INTRODUCTION AND GENERAL OFFICER POWERS

Concept and Layout of the Scheme

- The Schedule starting on page 58 is the prime component of the Scheme. It defines the functions which must be exercised at Committee level, or be recommended to Council.
- Functions not listed for Council or Committee may be exercised by the Officer (or Officers) identified from Annex 1.
- There are some specific delegations identified in Annexe 2 which will be exercised by Officer(s) specified.
- Where under this Scheme a function may be exercised by an identified Officer, the function may also be exercised by any Officer on the identified Officer's staff acting within arrangements authorised by the identified Officer. The Council authorises such Officers to act accordingly.
- Annexe 3 sets out guidance to Officers for informing and consulting Members, and requires specific consultation for some functions. The Schedule and Annexe 2 are subject to Annexe 3. However consultation or agreement with others is only a prerequisite for the exercise of the function if expressly mentioned in Annexe 1 or 2.
- Annexe 4 sets out the Council's Consultation guidance as a matter of guidance to Committees, Sub-Committees, and Officers.

Use of the Scheme

If a decision includes any matter which is a Committee responsibility it must be taken by the Committee and not by an Officer.

An Officer may ask Committee to decide any matter, even if he or she has the power, if he or she considers it appropriate on the basis of political or public interest, or for any other reason. He or she should also refer a matter to Committee if there is any doubt as to whether it is within the range of functions committed to Officers.

Committees may delegate additional specific matters to Officers, and with the approval of Council may reserve additional matters to themselves.

Officers must bear in mind the possible need to inform or consult Members, as described in Annexe 3, and the general Consultation Guidance in Annex 4.

Information reports

Committees may decide what reports they want from Officers on the exercise of delegated functions. In any case, Officers must report at suitable intervals on the progress of projects or other action initiated by the Committee.

Definitions

In this Scheme, "policy" or "policies" refers to matters of general principle for exercising a function, the setting of conditions or limitations on the way in which it is to be exercised, the setting of matters to be taken into account in exercising it, and the setting of particular objectives and/or targets for its exercise. These expressions do not include the making of decisions on individual matters within whatever criteria are set.

If any decision raises a new issue of policy, the Officer concerned must make a report to the appropriate Committee and ask it to consider the policy before taking the decision, with Council approval if necessary.

Officers' general powers and duties

To avoid any doubt, provided budgetary provision is available, Officers are instructed and authorised to:

- Do all things necessary to manage the Council's finances and property in accordance with the law and Council policy (including Financial Regulations);
- Do all things necessary to manage the Council's staff in order to discharge the Council's functions, in accordance with the law and Council policy;
- Do all things necessary to conduct the Council's office administration efficiently, in accordance with the law and Council policy;
- Do all things necessary to maintain the Council's property and equipment in accordance with the law and Council Policy;
- Take any administrative or practical step necessary for the implementation of any Council or Committee decision;
- Alter fees and charges within a financial year, notwithstanding the fact that they might have been approved with the budget, to respond to market conditions, changes in tax or other legislation, or for other sufficient cause, provided that no adverse budgetary consequences are anticipated). For the avoidance of doubt this includes power to set promotional prices and incentives.
- Respond to any matter (except development proposals) on which the Council is consulted and which does not raise any new issues of policy;
- Exercise any power or duty of the Council to take action for the safety, health or protection of people or property;
- Serve notices exercising statutory powers or duties, in accordance with any relevant Council policy, as the need may arise (unless listed below for a Committee);
- Respond or serve counter-notice to any formal notice served on the Council;
- Enter into contracts as necessary to implement the Council's agreed decisions and policies, subject to budgetary provision and provided the contract raises no new issues of principle. Except as provided in Standing Orders for Contracts, this function is exercisable only by the Corporate Head of Law and Governance, subject to appropriate discussion with staff of other departments.
- Recover costs, debts, or other money due to the Council where the Council is authorised to do so under any enactment, provided that the Chief Officer of the service involved considers it reasonable to do so;
- Take and defend legal proceedings where necessary to protect the Council's interests, recover money or compensation due to the Council, or enforce a regulatory power within Council policy, provided the Corporate Head of Law and Governance believes that there is a good chance of success, and save that if the Council's own costs of the action are likely to exceed five thousand pounds, specific authority must be obtained. This authority includes any proceedings of any description in any Court. Proceedings may be settled or compromised without Committee authority provided that the total cost to the Council does not exceed five thousand pounds.
- The Assistant Chief Executive and Corporate Head of Law and Governance are authorised under Section 223 of the Local Government Act 1972 to authorise such named Officers as they see fit to take proceedings in the Magistrates' Court to recover Council Tax and National Non-Domestic Rates and Sundry Debts.
- Administer formal cautions within any guidelines approved by the Council;
- Serve notice requiring information where required for any Council function.

- To sign any Notices or Agreements which relate to their specific service areas e.g. Notices or Tenancy or management agreements, consents, permissions, licences, Direct Let Service and Deposit Agreements.

If there is a conflict between this list and the Schedule, this list prevails.

SCHEDULE

MATTERS RESERVED TO COMMITTEE OR COUNCIL

The purpose of this Schedule is to define what has to be decided at Member level. It is not to define the Committees' terms of reference, which may be wider than the matters listed below. The Terms of Reference are set out in an earlier section, starting on page 32.

The following functions must normally be handled by Committee, Sub-Committee, or Council. The Terms of Reference set out earlier indicate which Committee or Sub-Committee has responsibility. Most matters can be dealt with by the appropriate Committee or Sub-Committee. Under the Constitution, there are some matters in which full Council must normally take the decision. As a guide only, the asterisks below are intended to identify these.

To avoid doubt, any function delegated to an Officer in the Scheme of Delegation to Officers dated January 1998, as amended from time to time, is still exercisable by the appropriate Officer ascertained from this Constitution.

General

- 1.1 Any matter reserved to the full Council by Article 4 of the Constitution;*one of the effects of this is that full Council must consider matters of policy going beyond the terms of reference of a single committee;
- 1.2 The setting of charges for the exercise of any function (except as listed above under "Officers' General Powers and Duties");
- 1.3 Any matter where the law states that Committee/Council must make the decision;
- 1.4 Financial or business planning for any function.
- 1.5 The setting of policy, subject to any specific delegation to Officers
- 1.6 Corporate Business Plan*

Specific functions

2 Staff

- 2.1 Any proposal which will result in a reduction in staffing numbers by virtue of compulsory redundancy* or which has an additional budgetary impact (budgetary impact in excess of £50,000 must be recommended to Full Council)*;
- 2.2 The corporate management structure*.
- 2.3 Pay Policy statement*
- 2.4 In case of termination on efficiency grounds, any severance payment to any Chief Officer with a net cost of less than £50,000. If a net cost above £50,000, the matter will be determined by Full Council

3 Finance

- 3.1 Approval of revenue estimates and annual budget* (but not including the Council Tax base).
- 3.2 Approval of Capital Programme*
- 3.3 Capital Estimates up to £250,000. Capital estimates over £250,000 must be recommended to Full Council (as a general principle, the Corporate Management Committee will approve a capital estimate only when it is content to authorise a project to proceed, though the Council may earlier have included the proposal in the capital programme). This does not apply to property transactions. Refer to standing orders for acquisition and disposal of property.
- 3.4 Revenue and capital expenditure forecasts.

- 3.5 Financial Regulations*.
- 3.6 General financial management policy
- 3.7 Approval of supplementary revenue/capital estimates up to £250,000. Only Supplementary estimates over £250,000 must be recommended to Full Council. The Housing Committee can agree any HRA related supplementary estimate up to £100,000 providing there are sufficient HRA working balances in the relevant financial year. Any expenditure above this amount and all General Fund expenditure must be referred to Corporate Management Committee for approval.
- 3.8 Annual Investment Strategy if changed after prior approval*
- 3.9 Treasury Management Strategy* and Treasury Annual Report*
- 3.10 Financial Forecast*
- 3.11 Statement of Accounts
- 3.12 Virements within limits specified in Financial Regulations
- 3.13 Variations to capital programme up to £250,000. Variations over £250,000 must be reported to Full Council
- 3.14 Borrowing limits*.
- 3.15 The writing off of debts exceeding £15,000 for any one matter.
- 3.16 The charge to be made for any service, so far as not delegated to an Officer (as to which see above under "Officers' General Powers and Duties")
- 3.17 Members Allowances and appointment of Independent Remuneration Panel*
- 3.18 Appointment of external auditors *

4 Real Property

- 4.1 Property Investment Strategy (including any changes to rates of return and yields)*
- 4.2 All property ~~transactions~~acquisitions, subject to borrowing approval being in place, and if no borrowing approval in place the decision be made by Full Council. Refer to standing orders for Acquisition and Disposal of property.
- 4.3 Except for sales of council houses and DIYSO properties
 - The appropriate Committee must approve disposal of land exceeding £100,000 in value with disposal of land below a value of £100,000 delegated to Officers;
 - The appropriate Committee must approve the Grant of Rights exceeding £100,000 in value with Grant of Rights below a value of £100,000 delegated to Officers;
 - The appropriate Committee must grant any lease for a term in excess of 10 years with a grant of any lease for under 10 years delegated to Officers;
 - The appropriate Committee must grant any lease where the annual rent is in excess of £100,000 and grant of any lease where annual rent is below £100,000 be delegated to Officers.
- 4.4 The form of any proposed development or redevelopment of Council land.
- 4.5 Deciding or changing the purpose for which a particular property is to be held.

5 General administration

- 5.1 Corporate organisation and structure, including Terms of Reference of Committees and Calendar of Meetings*.

- 5.2 Information Systems Strategy and Information and Communication Strategy.
- 5.3 Procurement or replacement of IT equipment and software exceeding £20,000 in value.
- 5.4 Replacement of CCTV and other Safer Runnymede equipment if the value expended exceeds the remaining balance of contributions to the Equipment Replacement Reserve.
- 5.5 Procurement of goods, works, or services where Standing Orders require a Committee report.
- 5.6 Making and amendment of Standing Orders*, except where necessary only for legal compliance.
- 5.7 Response to Government and other consultations involving new issues of policy.
- 5.8 Any function exercisable by the Council as Trustee, if it would be a Committee matter for a function exercisable in the Council's own right.
- 5.9 Risk Management Policy & Strategy

6 Grant aid

- 6.1 The award of Grant Aid of any description exceeding £10,000 in value in one financial year.

7 Council, social, and affordable housing

- 7.1 The Housing Revenue Account Business Plan, Asset Management Strategy and Housing Strategy Statement.
- 7.2 The formulation of initiatives to meet affordable housing targets.
- 7.3 Rents and rent policy.
- 7.4 Scheme for the allocation of Housing accommodation and the determination of priorities between individuals and groups, but not the making of minor amendments
- 7.5 Programmes for improvement of Council housing stock.
- 7.6 Strategies for housing and assisting the homeless.
- 7.7 New build.
- 7.8 The approval of projects to be undertaken with other bodies

8 Community Services

- 8.1 Provision of new land or premises.
- 8.2 Improvement of facilities to a cost greater than £20,000.

9 Matters relating to Highways

- 9.1 Comment on County Highways policy.
- 9.2 Approval of input to Local Transport Plan, and funding bids relating to it.
- 9.3 Comment on schemes of the County Council or DETR when consulted.
- 9.4 Control of trading on the highway, except enforcement.

All other highway-related functions may be exercised by Officers, subject to any special conditions set

10 Car Parks

- 10.1 Car park provision and the making and amendment of off-street parking places orders, except consolidation orders.

11 Drainage

- 11.1 Approval of land drainage improvement schemes where the cost exceeds £20,000

12 Leisure Services

- 12.1 Provision of new premises, land, parks or open spaces.
- 12.2 Improvement of facilities to a cost greater than £20,000.

13 Appointments

- 13.1 Power to make and revoke appointments to any body or partnership or joint working Group as envisaged by Article 10 in connection with the discharge of any function unless specifically delegated to Officers.

14 Waste Management

- 14.1 Waste Management Action Plan

15 Audit

- 15.1 Annual report on Internal Audit

16 Licensing and Registration

- 16.1 Note: by statute, the Licensing Committee has exclusive responsibility for licensing matters under the Licensing Act 2003. Any delegations to sub-committees or Officers are for that Committee alone and are set out in the Council's Licensing Policy. In the event of any conflict on 2003 Act licensing matters with the provisions below, the Licensing Policy prevails.
- 16.2 Approval of standard licence or registration conditions and procedures for any matter under the relevant Committee's Terms of Reference. (Note: this does not prevent the appropriate Committee or Officer from varying such conditions or imposing special conditions where they see fit on individual cases.
- 16.3 The determination of licensing or other applications requiring a hearing by virtue either of legal requirements or of any procedure adopted by the authority.
- 16.4 Licensing Policy*
- 16.5 Gambling Policy
- 16.6 Hackney Carriage and Private Hire Policy

17 Elections

- 17.1 Appointment of an Electoral Registration Officer*
- 17.2 Appointment of a Returning Officer for Local Government Elections*
- 17.3 Representations to Local Government Commission or Boundary Commission and comment on proposals affecting electoral areas.
- 17.4 Approval of Polling Districts and Polling Places (except in case of emergency).
- 17.5 Changes in rates of pay for Presiding Officers and Poll Clerks in Local Government Elections outside the annual cost of living settlement.

- 17.6 Change of name of electoral wards* including prior formal consultation thereon
- 18 Name and status of area and individuals**
- 18.1 Power to change the name of a district*
- 18.2 Power to confer the title of honorary alderman or to admit a person as honorary freeman*
- 19 Miscellaneous Statutory and Regulatory Functions**
- 19.1 Application of Schedule 2 to the Noise and Statutory Nuisance Act 1993 to the area
- 19.2 Power to make, amend, revoke or re-enact bylaws under any legislation*
- 19.3 The adoption of standards for houses in multiple occupation (but not their waiver or amendment in individual cases)
- 19.4 Power to promote or oppose local or personal Bills*
- 19.5 The determination of appeals against decisions made by or on behalf of the authority, unless specifically delegated to Officers
- 19.6 Functions in relation to the Local Government Pension Scheme, including functions relating to the award of discretionary payments in cases of redundancy, etc.
- 19.7 Power to make closing orders with respect to premises where meals or refreshments are supplied for consumption off the premises
- 19.8 Duty to approve authority's statement of accounts, income and expenditure and balance sheet
- 20 Standards and Audit Committee**
- 20.1 The whole of the Committee's functions except for those matters expressly delegated to the Monitoring Officer.
- 21 Crime and Disorder Committee – explanatory note**
- 21.1 The Committee has no power to determine action and must make recommendations to Council, but Council may authorise Officers to exercise Crime and Disorder functions as it chooses.
- 22 Englefield Green Committee**
- 22.1 The whole of the Committee's functions except the following matters, delegated to Officers:
- Grounds maintenance issues (such as grass cutting, litter clearance and road repairs)
 - Replacement of existing furniture and fittings (Bins, signage, benches, etc.)
 - The erection of new small scale signage
 - Play equipment maintenance
 - Tree and woodland management
 - Routine maintenance and repairs
- 23. Planning**
- 23.1 All applications required to be referred to the Secretary of State under the Town and Country Planning (Consultation) (England) Direction 2009;

- 23.2 New full, hybrid or outline planning applications recommended for approval (with the exception of S73 & S73A applications, unless referred to Committee under provision 23.3) that fall into the definition of major development as defined by the Town and Country Planning (Development Management Procedure) (England) Order 2015 (or as superseded) or are for a net increase of 5 or more new dwellinghouses.
- 23.3 Planning applications where a Councillor of the Authority has requested that the application be the subject of a decision by the committee (an application in this case being an application for Full, Outline, Reserved Matters, Hybrid, S73/S73A or Householder Planning Permission or an application for Listed Building Consent. No other case types are the subject of this provision).
- The request must be in writing, relate to development in their own ward, state whether it applies if the recommendation is to permit or refuse (not both), give a valid planning reason, and be received within 28 days of the registration of the application.
- 23.4 Any matter where authority is normally delegated to the CHDMBC, but where the CHDMBC chooses not to exercise their delegated authority and considers the matter to be most appropriately dealt with by the committee.
- 23.5 Planning applications made on behalf of the Council for its own developments for new buildings or extensions which result in an increase in floor space greater than 250sqm and for which three or more objections have been received.
- 23.6 Any planning applications which are recommended for approval but on which a planning objection has been received from one of Natural England, the Environment Agency, Historic England, Sport England or the County Highway Authority which have not, in the opinion of the CHDMBC, been subsequently resolved by negotiation or through the imposition of conditions;
- 23.7 Any planning applications that are not caught by other provisions of this section and are for householder development or minor development and are recommended for approval, that have received objections from more than 10 different parties*.
- *For this purpose, objections received from different members of the same household or address shall count as coming from a single party.*
- 23.8 Any planning applications submitted by, or on behalf of, a Councillor of the Authority (or their spouse/civil partner or a person with whom they are living as spouse/civil partner) where there is one or more objections received within 28 days of registration of the planning application.
- 23.9 Any planning applications submitted by, or on behalf of, an officer (or their spouse/civil partner or a person with whom they are living as spouse/civil partner)** that has a role or potential involvement in the planning process, where there are one or more objections received within 28 days of registration of the planning application.
- **For this purpose, such a member of staff shall be broadly defined as a member of the Development Management and Building Control Service, a Member of the Planning Policy and Economic Development Service, any internal consultees who respond on planning applications or a member of the Senior/Corporate Leadership teams.*
- 23.10 The making of Directions restricting permitted development under Article 4 of the Town and Country Planning (General Permitted Development) Order 2015 or any Order which revokes and re-enacts that Order.
- 23.11 The making of Local Development Orders under the Town and Country Planning Act.
- 23.12 All necessary approvals for the Compulsory Purchase of land under the Town and Country Planning Act and determinations as to whether to appropriate land for planning purposes, or dispose of such land held for planning purposes under section 232 and 233 of the Act.
- 23.13 The adoption/making of Development Plan Documents (the Local plan/Neighbourhood Plans) and Supplementary Planning Documents.

Note on committee items: For the avoidance of doubt, where it is in the interests of good planning and decision making and where it would not conflict with the instruction of the committee on a particular matter, the CHDMBC has the delegated authority to add, remove or amend conditions, reasons or obligations ahead of a formal notice being issued.

In any case where the CHDMBC is unsure of whether it is appropriate to exercise this authority, permission should be sought from the chair of the committee in writing.

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ANNEXE 1

DIVISION OF OFFICER RESPONSIBILITIES

(Note: The purpose of this annexe is to identify the officer responsible for doing something. It is not in itself a list of delegated powers. Whether specifically stated or not, officers exercising functions are expected to consult other officers whose functions may be affected by their actions. See also Annexe 3.)

Staff

(N.B. refer to Personnel Policies and Procedures handbook)

Appointment and starting terms within established range; disciplinary action; capability matters; dismissal; general management in accordance with established policy and procedures; advancement within salary range in accordance with established policy; variation of terms and conditions within established policy:

The Chief Executive and Corporate Head concerned.

Administration of staff car leasing scheme, car loans, and computer loans:

ACE151 following consultation with Corporate Head concerned, in case of individual applications.

All other Officer staffing decisions, including variations to gradings and establishment within available flexibility:

CE following consultation with Corporate Head concerned.

Finance

All financial matters delegated to an Officer, including administration and collection of Council Tax and Non-Domestic Rates and Sundry Debts

ACE151/CHCDCS, subject to consultation with the Corporate Head responsible for any service involved.

Property

Acquisitions, disposals, dealings, rights, statutory powers:

CE and CHAR, subject to considering the advice of a qualified Valuer on significant transactions, and subject to consultation with the Chief Officer or Corporate Head responsible for any service involved.

Legal matters

The initiation or defence of legal proceedings:

CHLG, subject to consultation with the Corporate Head responsible for any service involved.

ACE151/CHCDCS for recovery or non-payment of Council Tax, Non-Domestic Rates, or benefit fraud and Sundry Debts

CHH for recovery of rent, service charges, rechargeable works, homelessness and ASB.

Entering into legally binding obligations (if not delegated to another Officer):

CHLG, subject to consultation with the Corporate Head responsible for any service involved.

Administration

The procurement of goods, materials, labour or services:

CE/ACE151 and Corporate Head responsible for the service involved, to act in accordance with Standing Orders.

Amendment of Standing Orders where necessary to comply with Legal requirements

CHLG

Insurance

ACE151

Refuse collection and recycling:
DSO MANAGER/CHES/PEHO

Pollution and nuisance control:
CHES/PEHO

Food legislation:
CHES/PEHO

Health and Safety at Work:
CHES/PEHO

Stray Dogs:
CHES/PEHO

National Assistance Act burials and cremations and dealing with estates of deceased persons:
CHES/PEHO

Public Conveniences:
DSO MANAGER/CHES/PEHO

Licensing and registration

All matters not allocated specifically elsewhere:
CHES/PEHO

Betting Gaming and Lotteries legislation:
CHES/PEHO

House-to-house and street charitable collections:
CHLG

Film licensing:
CHAR

Market and Street trading:
CHES/PEHO (CHLG for licence consents etc issue and administration)/

Mobile Homes Act 2013
CHES/PEHO

Scrap Metal Dealers Act 2013
CHES/PEHO

Sunbed Regulations
CHES/PEHO

Gambling Act 2005
CHES/PEHO

Hackney Carriage & Private Hire Licensing Policy
CHES/PEHO

Housing

Council and social housing:
CHH/HEAD OF HOUSING

Council caravan sites:
CHH/HEAD OF HOUSING

Homelessness, Housing advice and Housing Register:
CHH/HEAD OF HOUSING

Mortgages and loans:
ACE~~151~~

Private Sector Housing Standards and grants:
CHES/CHH/HEAD OF HOUSING

Enabling affordable housing:
CHH/HEAD OF HOUSING

Housing Revenue Account
ACE~~151~~/CHH/HEAD OF HOUSING

Services for Older Persons

Generally:
CHCS

Home Improvement Service:
CHCS

Housing Benefit and Council Tax Support

ACE~~151~~/CHCDCS

Community Safety Functions:

CHES/CHCS

Highways Functions and car parking:

CHCS/PRINCIPAL ENGINEER / PARKING MANAGER

Orders made under the Town Police Clauses Act 1847:
CHLG

Leisure, sporting, cultural and recreational functions:

CHCS

Cemeteries:

CH~~ECS~~

Grant aid:

Functions not delegated elsewhere:
CHCS

Grant aid for sporting, recreational or cultural purposes; including community events (shows) etc;
CH~~CSLG~~

Grant aid to be paid out of capital monies:
CH~~CSLG~~

Grant aid for community halls:

CHESLG

Rent Grant Aid:

CHCS in consultation with CHAR

Planning grant powers:

CHDMBC

Community Right to Bid for Assets of Community Value

Initial application to register an asset as a community asset under Localism Act 2011

CHDMBC/CHH

Review of a decision to accept a decision to register an asset as a community asset

CE/ACEs

Town and Country Planning and Planning Policy:

CHDMBC/DM/ADM//CHEDPP/LPM/SPM

Building Regulation and Building Control:

CHDMBC/ABCM

Minor amendments to the constitution

CHLG / HoDS

Any function not specified above:

The Officer designated by the Chief Executive or, in his absence, the Monitoring Officer

ANNEXE 2

FUNCTIONS SPECIFICALLY OR CONDITIONALLY DELEGATED TO OFFICERS

Note 1:

These functions involve some detailed provision, or are exercisable by staff other than CE/ACEs/Corporate Heads. They are exercisable by the named officers regardless of anything in the main Schedule or in Annexe 1 above. Note also the requirements of Annexe 3.

Note 2:

Powers restricted to a single transaction or matter are not noted here, but are minuted and are kept in a publicly available list.

To avoid doubt, any function delegated to an officer in the Scheme of Delegation to Officers dated January 1998, as amended from time to time, is still exercisable by the appropriate officer ascertained from this Constitution.

Works Direct Service Organisation

Scheme of Delegation to the DSO Manager

- Note:
- a) Functions 1,2,3 and 4 may be exercised only with the agreement of the CHES or PEHO or in his absence, the Assistant Chief Executive.
 - b) All functions are subject to the availability of approved budgetary provision and compliance with Financial Regulations and Standing Orders.
 - c) The drafting and submission of tenders under Functions 5 and 6 may be carried out only with the agreement of the Assistant Chief Executive and Corporate Head of Law and Governance.
 - d) No contract for the provision of goods, services or works to the Council may be entered into under these powers so as to last beyond the time at which the function giving rise to the provision is intended or required to be exposed to competitive tendering.

FUNCTIONS

1. The acquisition (other than by way of leasing, contract hire, or hire purchase arrangements), whether at auction or otherwise, of all vehicles, plant and machinery employed in the discharge of any DSO functions, subject to Standing Orders for Contracts.
2. The management, maintenance and disposal of all vehicles, plant and machinery employed in the discharge of any DSO functions.
3. The acquisition (other than by way of leasing, contract hire, or hire purchase arrangements) management and disposal of all materials properly required to discharge the DSO functions.
4. Where required in pursuance of paras. 1, 2 and 3, or for other reasons, the seeking and acceptance, in accordance with Standing Orders for Contracts (and in place of the "relevant Chief Officer"), of the most advantageous tenders for the provision of services or the execution of works in respect of DSO functions.
5. In respect of works contracts with third parties which it is within the Council's power to discharge, where the tender will exceed £50,000, but not £100,000, the identification, in consultation with the Chief Executive and the Assistant Chief Executive, of those contracts for which the Council will submit tenders, and the drafting and submission of such tenders.
6. In respect of works contracts with third parties which it is within the Council's powers to discharge, where the tender will not exceed £50,000, the identification of those contracts for which the Council will submit tenders and the drafting and submission of such tenders, PROVIDED that where the aggregate value of all such contracts running simultaneously exceeds £150,000 the DSO Manager shall first consult the Chief Executive and the Assistant Chief Executive before the submission of any further tenders.
7. The execution of such contracts following successful tenders.

General Delegations

Staffing

Approval of staffing proposals for services being provided in house following a competitive bid, subject to consultation with the Chief Officer or Corporate Head concerned and consideration of the effect on the business or financial plan

CE/ACE~~s~~/CORPORATE HEADS

With the approval of Chief Executive, Corporate Heads may vary the number, grading and salary costs in their business centres within the salary base, except where compulsory redundancies are required.

CE/ACE~~s~~/CORPORATE HEADS

Approval of all employment policies and procedures, responsibility for policies and procedures for operational matters excluding pay policy, pension policy, compensation policy and any further policy which will have an additional budgetary impact.

CE

Except in cases of dismissal, application of employment policies on capability, sickness absence and disciplinary action

LINE MANAGERS

Dismissal of staff

CE/ACE~~s~~/CORPORATE HEADS

Employment Stability Policy

Approval of proposals for salary protection in event of redeployment to a lower graded post for periods longer than one year on exceptional grounds

CE

Salary sacrifice arrangements – agreement of in cases where there are advantages to doing so and where costs/additional work could be contained within current budgets and staffing levels.

CE/ACE~~151~~

Administration

Authorisation of any staff member to act as Proper Officer or for any other statutory purpose (if Committee or Council resolution not required by law), if no other officer specifically nominated for this function

CE

Co-option of Members to the Crime and Disorder Committee:

CHLG

Minor amendments to the Constitutions of the Cabrera Trust Management Committee or the Chertsey Meads Management Liaison Group

CHLG

Calendar of Committee and Council meetings – ad hoc minor changes

CE in consultation with Group Leaders.

Use of funds from New Initiatives Fund

CE in consultation with Leader of the Council

Communications

Signing of location agreements for news filming on Council land or locations after consultation with relevant service area and to sign a booking form to confirm individual advertisements in Council publications.

Head of Public Relations and Marketing, or in their absence, the Marketing and Communications Manager.

Refuse collection and recycling

Waiver of charges for collection of bulky household refuse for householders in receipt of Council Tax Benefit

DSO MANAGER/CHES/PEHO

Adjustment of trade refuse charges to respond to market, and discounts for customers with two or more containers

DSO MANAGER/CHES/PEHO

Environmental Health

The issue of any notice in an emergency for a function exercisable by

CHES/PEHO - Any Environmental Health Officer, Environmental Health Technician, or Trainee Environmental Health Officer

Serving of all relevant notices under Part II of the Environmental Protection Act 1990 in particular any notice which the Authority may serve under Sections 33, 34, 46, 47 and 59 or any subsection thereunder.

CHES/PEHO

Authorisation of employees of Runnymede Borough Council and other persons who, in pursuance of arrangements made by the Authority, have the function of giving such notices as 'Authorised Officers' for the purposes of giving notices, written warnings and requiring the payment of fixed penalties under Part II and appropriate sections of the Environmental Protection Act 1990 and associated Regulations.

CHES/PEHO

The appointment of appropriate staff of the UK Health Security Agency as Proper Officers for relevant purposes under the Public Health (Control of Diseases) Act 1984 and the National Assistance Acts 1948 and 1951

CHES/PEHO

The issue of fixed penalty notices in accordance with the Environmental Protection Enforcement policies prevailing at the time

CHES/PEHO

Smoke-free legislation –

Authorisation of any such persons as deemed necessary to enforce the smoke-free provisions of the Health Act 2006 and any Regulations made thereunder.

CHES/PEHO

Sunbeds (Regulation) Act 2010

- i) appointment of appropriate authorised Officers under the Act and
- ii) institution of legal proceedings in relation to offences under the Act
 - i) CHES/PEHO
 - ii) CHLG/CHES/PEHO

Sanitary facilities in Council Enforced Premises – discretion to allow deviation from British Standard in small premises holding less than 20 persons.

CHES/PEHO

Dogs – authorisation of any person (“an authorised person”) to act for the purpose of enforcing the Microchipping of Dogs (England) Regulations 2015 in the Runnymede area.
CHES/PEHO

Licensing

The functions of an authorised person under the Licensing Act 2003
Any Senior Licensing Officer or any Environmental Health Officer

Licensing Code of Conduct and Licensing Rules of Procedure for Sub-Committee Hearings under Licensing Act 2003 – minor updates and amendments
CHES/PEHO

Performance/exhibitions of hypnotism – licensing
CHES/PEHO

Gambling Policy – non substantive administrative amendments
CHES/PEHO and Senior Licensing Officer

Power to grant or refuse applications for minor variations of a premises licence or club premises certificate
CHES/PEHO

Authorisation to sign decisions of Licensing Committee or Licensing Sub Committee
CHLG/DCHLG

Pavement Licences

Authorisation of relevant officers to determine, issue and undertake enforcement in respect of pavement licences.
CHES

Littering from vehicles outside of London (Keepers: Civil Penalties) Regulations 2018 – perform any litter authority functions conferred under the Regulations and authorise employees of RBC and other persons, as “authorised officers” for the purposes of the Regulations
CHES/PEHO

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 authorisation of any persons to act for purposes of enforcing the Regulations and issue of any applicable notices and grant, suspend, vary, revoke or reinstate suspended licenses under these Regulations.
CHES/PEHO

Scrap Metal Dealers Act 2013

- i) Issue renewal or vary scrap metal site Licence or collectors licences
 - ii) Refuse or revoke a scrap metal site licence or collectors licence after consulting CHLG
 - iii) Hearing oral representations in accordance with schedule 1 Para 7 (8) of that Act
- CHES/PEHO

Mobile Homes Act 2013

Issue and transfer site licences, and to issue, revoke or vary a Compliance Notice under Section 9 of the Caravan Sites Act 1960
CHES/PEHO

Mobile Homes (Requirement for Manager of site to be Fit and Proper person)(England) Regulations 2020

- i) Grant, grant with conditions, or reject applications for inclusion of persons on the relevant register of fit and proper persons; and

- ii) remove a person from the register or vary or remove a condition imposed on a person on the register; and
- iii) to appoint a person to manage a site if the local authority was satisfied that the person was a fit and proper person;
CHES

Hackney Carriage & Private Hire Licensing
CHES/PEHO

Hackney carriage and private hire licensing – Joint Warranting of Licensing Officers

The Hackney Carriage and Private Hire enforcement functions under the legislation is delegated to the following Surrey Licensing Authorities:

- Elmbridge Borough Council
- Epsom and Ewell Borough Council
- Mole Valley District Council
- Reigate and Banstead Borough Council
- Guildford Borough Council
- Spelthorne Borough Council
- Surrey Heath Borough Council
- Tandridge District Council
- Waverley Borough Council
- Woking Borough Council

in addition to retaining those functions within the Borough. Similarly, for the Council to receive the delegated Hackney Carriage and Private Hire enforcement functions from the following Surrey Licensing Authorities;

- Elmbridge Borough Council
- Epsom and Ewell Borough Council
- Mole Valley District Council
- Reigate and Banstead Borough Council
- Guildford Borough Council
- Spelthorne Borough Council
- Surrey Heath Borough Council
- Tandridge District Council
- Waverley Borough Council
- Woking Borough Council

CHES/Senior Licensing Officer and Taxi Licensing Officers

Suspension or revocation of or refusal to renew licences of hackney carriage or private hire drivers and vehicle licences under sections 60, 61 and 68 Local Government (Miscellaneous Provisions) Act 1976

CHES/PEHO after consulting CHLG

The suspension or revocation of or refusal to renew or grant licences of hackney carriage or private hire drivers or operators as legislated for under the Local Government (Miscellaneous Provisions) Act 1976 – Section 62 having regard to the Council's policy, medical, technical, or legal advice

CHES/PEHO after consulting CHLG

Exercise of the Private Hire Plate Exemption Policy
CHES/PEHO

Allow specific vehicles to be MOT tested outside the borough, where the nature or size of the vehicle makes this necessary.

CHES/PEHO

Housing

Allocation of additional management/welfare points to applicants in urgent need of housing in exceptional cases.

CHH/HEAD OF HOUSING

Determination of applications made for a review under the Allocations Policy

CHH/HEAD OF HOUSING

Waiver of standard recharges to tenants to avoid unreasonable hardship

CHH/HEAD OF HOUSING

Acceptance of leases of properties for housing purposes for terms of less than seven years

CHH/HEAD OF HOUSING with agreement of CHLG

Use of bonds and/or rent in advance payments flexibly in order to secure private lettings up to a total value of 3 months' rent if required, not exceeding the upper limit of the 4 bedroom LHA rates for RBC at £1598.70 pcm.

CHH/HEAD OF HOUSING

Local Authority Housing Possession Cases (including recovery of rent, mesne profits or damages – authorisation of named Officers to appear in County Court proceedings on behalf of the Council.

CHLG

Consideration and approval of requests to postpone the Council's priority right to enforce Right to Buy discounts where they are for approved purposes (as defined by section 156 of the Housing Act 1985) and providing sufficient equity exists in the property at the time that the request is received, but any request for any other purpose be considered by Corporate Management Committee.

CHLG

To determine applications for the release of restrictive covenants which were imposed on the disposal of Right to Buy properties

CHH in consultation with CHAR

Discretionary Housing Payments Policy

Amendments to policy to take account of Government guidance

Housing Benefit Technical Manager in conjunction with CHH in consultation with Chairman and Vice-Chairman

Purchase of properties on the open market and up to the value of £350,000 where such purchases would have strategic advantages for the Council and would assist in meeting current housing requirements

CHH/HEAD OF HOUSING in consultation with Chairman and Vice-Chairman of Housing Committee

Private Sector Housing

See Schedule below for list of authorised Officers and relevant powers.

Private Sector Housing

Specific Officer Delegations

1. Reference to any Act includes any amendment to, or re-enactment of, that Act and/or any Orders or Regulations made under that Act.
2. Reference to any Order or Regulations includes reference to any Order or Regulations amending or revoking and re-enacting that Order or those Regulations (with or without modification).
3. The named Officers are authorised to:

- a) perform all functions listed below on behalf of the Council and in the Council's name
- b) act, subject to statutory requirements, within any relevant aspects of the Council's Strategy and Programme.

4. The authorised Officers must

- a) consult with the appropriate professional or technical Officer of the Authority in respect of matters not within the competence of the Nominated Officer; and
- b) maintain an adequate record of action taken.

Authorised Officers

The following Officers are authorised to undertake the functions listed below:-

CHH and/or Head of Housing
 Private Sector Housing Manager (Enforcement)
 Private Sector Housing Officer
 CHES/PEHO

Functions

Powers of Entry

To authorise any other Officer to exercise the authority's powers of entry pursuant to sections 260, or 319 of the Housing Act 1985 – such authorisation to be in writing.

Notices etc

To issue, serve, review and determine notices, directions and orders pursuant to powers contained in the following legislation:-

- Housing Act 1985 (as amended)
- Housing Grants, Construction and Regeneration Act 1996
- Environmental Protection Act 1990
- Housing(Management of Houses in Multiple Occupation)(England)Regulations 2006
- Local Government (Miscellaneous Provisions) Act 1976

Works in Default

To issue notices of intention to carry out works in default in respect of any failure to comply with any notice served under section 80 of the Environmental Protection Act 1990 and to make any arrangements necessary to carry out those works, subject to the Council's Standing Orders and Financial Regulations.

Financial Assistance

To process and approve all grant applications under the Housing, Grants, Construction and Regeneration Act 1996 and the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 in accordance with the authority's published policy (Runnymede Renewal) and to make payments in respect of approved grants.

Specific Officer Delegations under Housing Act 2004

Authorised Officers

The following Officers are authorised to undertake the functions listed below:

CHH and/or Head of Housing
CHES/PEHO
Private Sector Housing Manager (Enforcement)
Private Sector Housing Officer (Part 1 only)

Housing Act 2004

Part 1

- Assessment of housing conditions using the Housing Health and Rating System;
- Enforcement of Housing Standards and the service of a range of statutory notices (to which this part applies);
- Emergency measures

Part 2

- Licensing of Houses in Multiple Occupation (HMO's);
- Granting or refusing a Licence;
- Variation and revocation of licensing;
- Enforcement provisions (to which this applies);

Part 4

- Additional control provisions in relation to residential accommodation;
- Overcrowding notices

Part 7

- Supplementary and final provisions including the management regulations in respect of HMO's.

Housing and Planning Act 2016

Enforcement of provisions of the Act

CHES/PEHO
Private Sector Housing Manager (Enforcement)
Private Sector Housing Officer

Smoke and Carbon Monoxide Alarms (England) Regulations 2015

Service of remedial notices under Regulation 5
Private Sector Housing Manager (Enforcement)
Private Sector Housing Officer
All Environmental Health Officers and Environmental Health Technicians

Service of Penalty Charge Notice under Regulation 8 and taking of remedial action under Regulation 7

CHH/Head of Housing
CHES/PEHO

Reviews and determinations of penalty charge notices under Regulation 10
CHH
CHES/PEHO

Regulation of Investigatory Powers Act 2000

Authorisation of Officers

The Officers named in the report to Corporate Management Committee 14.12.2017

Highway related matters

Street trading consents

CHLG with agreement of Chairman and following consultation with Ward Members

Car Parks

Temporary waiver of car parking charges by order, notice, or permit [\(including the granting of permits for no longer than 12 months\)](#), either for individuals or generally, subject to the cost being contained within budget

CHCDCS and C S Manager

The annual grant of one day's free parking in connection with Magna Carta Day (Egham), the Arts Festival (Addlestone) and Black Cherry Fair (Chertsey)

CHCS/Parking Manager

Leisure Facilities

Adjustment of approved charges for Leisure facilities to respond to market

CHCS

Development Management

All planning decisions except for those reserved to Committee in Scheme of Delegation on page 65 of the Constitution. Planning Decisions include, but are not limited to:

Development Management decisions including the determination of all forms of application under the Town and Country Planning Act; the making of Tree Preservation and Tree Replacement Orders and Dangerous Tree Notices, the consideration and taking of enforcement action under that Act, Temporary Stop Notices, Stop Notices, Planning Contravention Notices, Enforcement Notices, Breach of Condition Notices, Section 215 Notices, Planning and Listed Building enforcement Orders, Dangerous Tree Notices; the screening and consideration of proposals under the EIA Regulations and consideration of NSIP matters; the agreement and execution of Planning Performance Agreements, the agreement and execution of Agreements under Section 106 of that Act or any other part; the taking and defending of any legal proceedings pursuant to, or seeking to resolve, actions taken under that Act (including applications for Injunctions and taking of direct action in relation to planning enforcement matters, including operational development, engineering operations, material change of use, trees and listed building matters); decisions necessary to progress and resolve appeals to the Secretary of State or courts in respect of such decisions and actions; and including any revocation, modification or rescission of such decisions.

CHDMBC/DM/ADM

Planning Policy

Planning policy strategy and policy making and progression including all necessary agreements or authorisations in the consideration of:

- designation of neighbourhood areas and neighbourhood forum,
- neighbourhood development plans, neighbourhood development orders or community right to build orders
- the progression of any part or all of the Local Plan, any Supplementary Planning Documents or associated guidance; and the approval of the Annual Monitoring Report and any other evidence base document for Publication.
- NSIP matters

To agree Statements of Common Ground pursuant to the Duty to Co-operate with other bodies and provide responses to the emerging Local Plans of other Local Planning Authorities, Strategic Plans subject to the Duty to Co-operate, or other general planning policy consultations in consultation with the Chair and Vice-Chair of the Planning Committee, and that the Chair and Vice-Chair of that Committee be notified as soon as possible of new consultations received.

CHPPED/LPM/HEPCC

Building Control

Adjustment of fees to respond to market

CHDMBC/ABCM

Benefits

Representation of the Council at Appeals Service hearings

ACE~~151~~s, CHCDCS, Housing Benefits Technical Manager and Senior Benefit Assessment Officer

Council Tax and Business Rates

Authority under section 223 Local Government Act 1972 to appear in the Magistrates Court to recover Council Tax and National Non-Domestic Rate

- i) Ms L Norman – CHCDCS
- ii) Ms Jackie Jefferies – Senior Recovery Officer
- iii) Miss L Lowin – Technical Team Leader
- iv) Ms G. McKenna – Revenues Technical Manager

The writing off of debts up to £15,000 for any one matter

ACE~~151~~s/CHCDCS

Council Tax Discretionary Relief Policy

Any minor updates and/or revisions to Policy except changes of a structural nature

ACE~~151~~s/CHCDCS in consultation with Chairman of Corporate Management Committee

Council Tax Empty and Unoccupied Premiums – decision on whether to not charge or delay application of premium in individual cases

ACE~~151~~s/CHCDCS

Council Tax Discretionary Relief

Determination of all category 1 and 2 requests for discretionary relief in respect of hardship resulting from Council Tax support scheme (Category 1) or general hardship (Category 2)

ACE~~151~~s/CHCDCS

NNDR Discretionary Relief

Determination of all applications for discretionary relief

CHCDCS/ Revenues Technical Manager

Review of decision to grant/refuse relief or an amount of any discretionary relief or to revoke relief

CHCDCS

Determination of appeals against the outcome of a review of a decision to grant/refuse relief or an amount of any discretionary relief or to revoke relief

ACE~~151~~s except where they decide to refer the case to Corporate Management Committee for final decision

Public Charitable Collections

Determination and grant of applications for house to house and street collections

CHLG

Commercial Clothing Collections

Amend the pre-requisite and other relevant requirements in respect of commercial and charitable clothing collections as necessary.

CHLG

Council Land - Rights of Access:

- i) the initial fee for pedestrian access rights licences over Council land be determined by the Corporate Head of ~~Law and Governance~~Assets and Regeneration (in consultation with the Corporate Head of Housing in respect of housing land) -on a case by case basis:
- ii) the initial fee for vehicular (including pedestrian where appropriate) access rights licences over Council land be determined by the Corporate Head of ~~Law and Governance~~Assets and Regeneration (in consultation with the Corporate Head of Housing in respect of housing land) on a case by case basis:
- iii) the fees for the grants of any new licences providing rights of access over Council land be reviewed annually by the Corporate Head of Assets and Regeneration (in consultation with the Corporate Head of Housing in respect of housing land)~~Law and Governance~~ and
 - a) the fees will be reviewed in line with inflation, by indexing by the Government's preferred measure of Consumer Prices Index (CPI);
 - b) the Council's legal costs for this work will be reviewed annually in line with CPI and will be set at £250 per case initially;
 - c) whilst a one year Licence can be granted if desired by the resident concerned, the following will be offered by Officers;

A 5 year Licence, subject to full payment up front by the 5 years, with no CPI uplift during the term of the licence, or a 10 year Licence, on the same basis as for the 5 year licence.

CH~~ARLG~~

Community Safety

Anti-Social Behaviour Crime & Policing Act 2014 –

Application to Court under the Act for injunctions, Criminal Behaviour Orders and Orders for Possession of dwellinghouses on grounds of anti-social behaviour

CE/CHES/CHH/CHCS in consultation with CHLG

To issue the following under the Act:

- i) Community Protection Notices;
- ii) Public Space Protection Orders;
- iii) Closure Notices in respect of premise; and
- iv) Fixed Penalty Notices in respect of any breaches of the above Notice and Order and in respect of littering from vehicles.

CE/CHES/CHH/CHCS

Deployable CCTV Cameras – setting of fees subject to financial thresholds for sign off being adhered to.

CHCS/Safer Runnymede Manager

Property

Runnymede Borough Council Investment (Surrey) Ltd
and RBC Services (Addlestone ONE) Ltd:

- i) To act as the Council's proxy to attend meetings of these companies and cast votes at such meetings on behalf of the Council in accordance with decisions made by Corporate Management Committee
CE or CHLG as substitute
- ii) To sign any documents the Council is required to sign in its capacity as shareholders of these companies
CE or CHLG or substitute

Signing off SANGS payments
CHLG or DCHLG

Property and Leases

- Grant and Renewal of leases including new rents and rent reviews, whether to or from the Council, for a term not exceeding ten years;
- Grant and renewal of lease where any premium or when the total rent payable under the lease does not exceed £100,000 per annum;
- Renewal of leases as compelled by statute, where satisfied the tenant meets all necessary tenancy requirements.
CHAR (in consultation with ACE¹⁵¹ or CHLG)

In relation to properties/leases/licences to or by RBC:

- To agree to variations to any of the lease covenants, subject to professional valuation advice (which must be taken into consideration by Officers) where appropriate.
CHAR (in consultation with CEO)
- To initiate proceedings or issue notices that may or will terminate leases or interests in land including issue of break notices or forfeiture proceedings (where it is necessary to protect the interest of RBC, recover money or prevent further loss of income) and the financial loss to RBC does not exceed £100k (financial impact to be based on contractual rental values.)
CHAR (in consultation with CEO)

Other

- To accept or agree to a surrender of lease where the land or property is no longer required by RBC or the Tenant (as appropriate) and the financial loss to RBC does not exceed £350k (financial impact to be based on contractual rental values.)
CHAR (in consultation with CEO)
- In relation to freehold land owned by RBC as a corporate asset (i.e. not land held on charitable trusts) to obtain or grant approve release of restrictive title covenants subject to obtaining appropriate legal and valuation advice and payment to RBC of appropriate consideration where legally permitted.
CHAR (in consultation with CEO)
- In relation to freehold land owned by RBC in any capacity:
CHAR (in consultation with CEO)
- To grant miscellaneous licences, wayleaves and easements to domestic utilities providers (including but not limited to statutory wayleaves and easements) as required.
CHAR (in consultation with CEO)

Cemeteries

Deed of Grant of Exclusive Right of Burial

Green Spaces Manager or any officer that he authorises when absent

Allotments

Signing of agreements for allotment plots

Green Spaces Manager or any officer that he authorises when absent

Minor amendments to the Constitution

Minor amendments to the Constitution that do not alter the intention of any existing provision e.g. changes to post titles or updates relating to statutory external provisions such as legislation and regulations.

STANDING ORDERS - DEFINITIONS AND STATUS

1. DEFINITIONS

- 1.1. In Standing Orders 1 to 51, the following terms have the following meanings. However a different meaning may be given if it is essential in order for the words to make sense in the passage:

"Authority" - the Runnymede Borough Council, or one of its Committees, Sub-Committees or Officers acting on the Council's behalf, using powers which have been delegated lawfully;

"Chairman" - the Member currently appointed or elected to be chairman of a committee or sub-committee;

"Chief Executive" - the head of the Council's paid service, designated under section 4 of the 1989 Act;

"Chief Officer" - a statutory or a non-statutory chief officer, as defined in section 2 of the 1989 Act;

"Committee" - a committee of the Council (whether a policy committee, an overview and scrutiny committee or other committee set up under the Council's statutory powers);

"Constitution" - the Council's constitution under Section 37 of the 2000 Act;

"Council" - the Runnymede Borough Council acting by the Council;

"employee" - an employee of the Council or the holder of a paid office appointed by the Authority, other than the Mayor, Deputy Mayor, any Councillor and any local officer of dignity appointed by the Authority under powers conferred by a Royal Charter;

"leader of a political group" - the person named as leader in a notice delivered to the proper officer by a political group under regulation 7 of the Local Government (Committees and Political Groups) Regulations 1990;

"Leader of the Council" or "Leader" – the leader of the majority group if there is one; otherwise a Member who is appointed as Leader by the Council should the Council choose to do so;

"majority group" - a political group which includes either:

- (i) more than half of the Members of the Council, or
- (ii) exactly half of the Members of the Council, including the Mayor

"Mayor" - the Member elected to be Mayor of Runnymede;

"Deputy Mayor" - the Member appointed to be Deputy Mayor of Runnymede;

"meeting" - a meeting of the Council, a committee or sub-committee;

"Member" - in relation to the Council, this means a Member of the Council; in relation to any committee or sub-committee it means a person who has been appointed as a Member of that committee or sub-committee, whether or not he is entitled to vote;

"minority group" - a political group which is not the majority group, if there is a majority group. If there is no majority group, the Council may designate any political group or groups as a minority group for the purposes of Standing Orders;

"monitoring officer" - the person designated as monitoring officer under section 5 of the 1989 Act. If that person is unable to act owing to absence or illness, the expression means a person nominated as his deputy under subsection (7) of that section or ;

"officer" - a member of the Council's staff;

"person presiding" - the person who is entitled, or appointed, to preside at any meeting. If an officer is the person presiding under one of these Standing Orders, he has no vote of any kind.

"policy committee" - a committee of the Council set up to discharge particular functions, with decision-making powers.

"political group" - any political group constituted in accordance with regulation 7 of the Local Government (Committees and Political Groups) Regulations 1990;

"rescind" and "rescission" - have the meaning given by Standing Order 25.18 and 25.19. (repeated in 39.15 and 39.16)

"Overview and Scrutiny Select Committee" - any committee named by the Council as such or designated as an overview and scrutiny committee under the 2000 Act; such committees

are overview and scrutiny committees for the purposes of the 2000 Act and regulations made under it.

"second tier officer" - an officer graded SMC or SMD on the Runnymede local salary scales who reports directly to a Chief Officer;

"Standards Committee" - means the committee set up under the Localism Act 2011 however named.

"sub-committee" - a sub-committee of a committee;

"Vice-Chairman" - the Member currently elected to be Vice-Chairman of a committee or sub-committee;

"the 1972 Act" - the Local Government Act 1972;

"the 1989 Act" - the Local Government and Housing Act 1989;

"the 2000 Act" - the Local Government Act 2000.

"the 2011 Act" – the Localism Act 2011.

"the whole number of Members" - in relation to the Council, the total number of persons who may become Members of the Council, not counting any person who is a member of the Council only by virtue of section 3(3) or section 5(2) of the 1972 Act (Chairman and Vice-Chairman to remain Members until replaced). (As at the date of adoption of these Standing Orders, this number is forty one);

"without comment" - in relation to the moving, seconding or putting of a Motion, this means without any Member speaking except to indicate the wording of the Motion, the fact that it is being moved, seconded or put, or (in the case of the person presiding) the effect of adopting the Motion.

"working days" - means any day upon which the Civic Centre at Addlestone are open to the public, excluding Saturdays, Sundays and Bank Holidays.

1.2 As long as the context of a passage allows;

- singular expressions include plural meanings.

- plural expressions include singular meanings.
- masculine references include feminine meanings.
- feminine references include masculine meanings

References to the Mayor, or Chairman, in the context of the person presiding at a meeting, include anyone lawfully presiding at the meeting. In the absence of the Mayor or Chairman, the Deputy Mayor or Vice-Chairman respectively may exercise any of the Mayor's or Chairman's functions (as the case may be) under these Standing Orders.

- 1.3 Any reference in any Standing Order to a numbered paragraph is, unless the context otherwise requires, a reference to the paragraph of that Standing Order bearing that number.

2. STANDING ORDERS - STATUS

- 2.1 No Committee, Sub-Committee or Officer may change, revoke, or suspend these Standing Orders 1 to 51.
- 2.2 The Council must not change or revoke these Standing Orders without having first considered a report from a suitable committee. Any Motion to change or revoke these Standing Orders at a Council meeting must be referred to the next meeting of an appropriate Committee, as identified by the Council, and shall be considered again at the next Council meeting. This procedure does not apply if the Motion is on the recommendation of a Committee.
- 2.3 A Standing Order cannot be revoked or suspended if it reproduces a statutory requirement. It is not necessary for the exact words of the statute to be repeated in the Standing Order. Such Standing Orders are to be identified in bold type with the relevant statutory reference following, but the presence or absence of bold type or of a reference does not affect the operation of this paragraph.
- 2.4 Any of the other Standing Orders 1 to 51 may be suspended by the Council provided that either
- (a) notice of intention to move the suspension has been included in the agenda for the meeting; or
 - (b) at least two thirds of the whole number of Members of the Council are present.
- 2.5 A suspension under paragraph 2.4 means that the Standing Order suspended is not in force during the period of suspension. The period can be specified in the resolution to suspend the Standing Order, but must not extend beyond the next annual meeting of the Council. If no period is specified the suspension lasts only for the meeting at which it is adopted.

- 2.6 The Corporate Head of Law and Governance must arrange to provide a printed copy of these Standing Orders to each Chairman of a policy Committee, and of the Overview and Scrutiny Select Committee and will notify each Member of how to access the document electronically as soon as possible after that Member has signed his or her Declaration of Acceptance of Office under Section 83 of the 1972 Act.
- 2.7 The person presiding at any meeting decides all questions about the meaning or relevance of these Standing Orders. His decision shall be final for the purposes of that meeting.

**STANDING ORDERS
FOR COUNCIL MEETINGS**

STANDING ORDERS
FOR COUNCIL MEETINGS

3. MEETINGS OF THE COUNCIL

- 3.1 The Annual Meeting of the Council shall be held on a convenient day in May in accordance with the provisions of the Local Government Act 1972, and other meetings of the Council for the transaction of general business shall be held during the year on such dates and at such times as the Council may determine. (1972 Act, Schedule 12, paras 1 & 2).

4. EXTRAORDINARY MEETINGS OF THE COUNCIL

- 4.1 The Mayor may at any time call an extraordinary meeting of the Council. (1972 Act, Schedule 12, para 3)
- 4.2 If the office of Mayor is vacant, or if the Mayor is unable to act for any reason, the Deputy Mayor may at any time call an extraordinary meeting of the Council. (1972 Act, Section 5 (3)).
- 4.3 If the offices of Mayor and Deputy Mayor are both vacant, or if both the Mayor and Deputy Mayor are unable to act for any reason, the Leader of the Council may at any time call an extraordinary meeting of the Council.
- 4.4 If the Mayor, Deputy Mayor or Leader of the Council refuses to call an extraordinary meeting of the Council after a requisition for that purpose, signed by five members of the Council, has been presented to him, or if, without so refusing, the Mayor, Deputy Mayor or Leader of the Council does not call an extraordinary meeting within seven days after the requisition has been presented to him, then any five members of the Council, on that refusal or on the expiration of those seven days, as the case may be, may forthwith call an extraordinary meeting of the Council. (1972 Act, Schedule 12, para 3).
- 4.5 The Monitoring Officer may call an extraordinary meeting of the Council if he considers it necessary to discharge his statutory powers and duties.
- 4.6 Where any person or persons decide to call an extraordinary meeting of the Council, he/they shall signify to the Chief Executive that he has/they have done so, the business to be transacted, and the date and time for which the meeting is called. The Chief Executive shall thereupon ensure that the notices and summonses required by paragraph 4(2) of schedule 12 to the 1972 Act are published and sent. (1972 Act, Schedule 12, para 4).

4.7 Any extraordinary meeting of the Council is to be held at the Civic Centre or another suitable place chosen by the Mayor (or in the absence of the Mayor, or Deputy Mayor, the Chief Executive).

4.8 No extraordinary meeting may be called except to transact business which, in accordance with the relevant enactments and these Standing Orders, may be transacted at that meeting.

5. ELECTION OF MAYOR AND APPOINTMENT OF DEPUTY MAYOR

5.1 The election of the Mayor from amongst the Members of the Council shall be the first business transacted at the Annual Meeting. (1972 Act, Section 4).

5.2 The procedure shall be that set out in Standing Order 25.5, save that the proposer may have up to five minutes to advance the case for his nominated candidate and the seconder one minute, whether or not any other candidates have been nominated.

5.3 The Council shall at the Annual Meeting appoint a Member of the Council to be Deputy Mayor (1972 Act, Section 5).

5.4 The procedure shall be that set out in Standing Order 25.5, save that the proposer may have up to five minutes to advance the case for his nominated candidate and the seconder one minute, whether or not any other candidates have been nominated

6. APPOINTMENT OF LEADER

6.1 If there is no majority group, the Council itself may appoint a Leader to exercise any functions falling to the Leader under these Standing Orders, the Terms of Reference, Scheme of Delegation, statute, or any other lawful authority.

6.2 However created, the Leader may appoint a Deputy Leader to exercise his functions in his absence. He must make the appointment by notice in writing to the Chief Executive.

6.3 The procedure shall be that set out in Standing Order 25.5, save that the proposer may have up to five minutes to advance the case for his nominated candidate and the seconder one minute, whether or not any other candidates have been nominated

7. PROCEDURE BEFORE THE NOMINATION AND ELECTION OF MAYOR AND DEPUTY MAYOR

- 7.1 The Authority will follow the procedure set out below before the election of the Mayor and the appointment of the Deputy Mayor in any year;

Mayor

- i) the appropriate Committee will consider candidates for the office of Mayor before the end of February in each calendar year;
- ii) that Committee will recommend one Member of the Council to be nominated as Mayor for the following Municipal Year. This recommendation will be considered at the first ordinary meeting of the Council after that Committee meeting; and
- i) if the Council approves the recommendations of the Committee, the nominee will be put forward as a candidate for the office of Mayor at the Annual Meeting in the next Municipal Year, provided that they are still a Member of the Council.

Deputy Mayor

- i) the March meeting of Council will consider candidates for the office of Deputy Mayor.
- ii) if there is more than one nomination, the selection of Deputy Mayor will be conducted by secret ballot. In the event of an equality of votes on the nomination, the Mayor would exercise a casting or second vote.
- iii) the nominee will be put forward as a candidate for office of Deputy Mayor at the Annual Meeting in the next Municipal Year, providing that they are still a Member of the Council.

Failure to follow this procedure will not prevent the Council from electing a Mayor and appointing a Deputy Mayor at the Annual Meeting.

- 7.2 In the event of a casual vacancy in the office of Mayor an election to fill the vacancy must be held in accordance with Section 88 of the 1972 Act.

8. CHAIRMANSHIP OF COUNCIL

- 8.1 The Mayor, if present, shall preside at each Meeting of the Council. If the Mayor is absent then the Deputy Mayor shall preside. (1972 Act, Schedule 12, para 5).
- 8.2 If both the Mayor and the Deputy Mayor are absent then the Chief Executive or another officer representing him shall become the person presiding and the first business of the meeting must be to elect a Member (but not the Leader or Deputy Leader) to take the chair and to preside over the rest of the meeting. That person shall have all the powers of the Mayor under these Standing Orders.

- 8.3 The election of a Member to preside shall be conducted in accordance with Standing Order 25.5 (voting on appointments).

9. QUORUM

- 9.1 No business may be transacted at a meeting of the Council unless at least one quarter of the whole number of Members of the Council are present. (1972 Act, Schedule 12, para 6). If there is no quorum at the time the meeting is summoned to start, the Mayor will allow a delay of 15 minutes to see if a quorum assembles. If there is still no quorum at the end of that period, the meeting must be reconvened at another time. (Note: on the adoption of these Standing Orders the whole number of Members was 41 and a quorum was therefore 11.)
- 9.2 If, during any meeting of the Council, the Mayor after counting the number of Members present declares that there is not a quorum present, the meeting is automatically adjourned for fifteen minutes.
- 9.3 If, after fifteen minutes, there is still no quorum present, the meeting shall end.
- 9.4 The Mayor may fix a date and time to deal with any business which cannot be considered because of Standing Order 9.1 or 9.3 above. If he does not do so the business must be considered at the next ordinary meeting of the Council.
- 9.5 Where more than one-third of the whole number of Members of the Council become disqualified or have left office at the same time, then, until the number of Members qualified and in office rises to at least two-thirds of the whole number of members of the Council, the quorum of the Council shall be determined by reference to the number of Members of the Council remaining qualified instead of by reference to the whole number of Members of the Council. (1972 Act, Schedule 12, para 45).

10. ORDER OF BUSINESS

- 10.1 Business will be taken in the following order at every Council meeting, unless the order is altered under Standing Order 10.2.
- (a) To choose a Member of the Council (but not the Leader or Deputy Leader) to preside if the Mayor and Deputy Mayor are both absent;
 - (b) To consider any business which is legally required to be done before any other business.

- (c) To approve the Minutes of the last meeting of the Council as a correct record, and have them signed by the Mayor.
- (d) Mayor's announcements.
- (e) Speaking or questions from members of the public under Standing Order 12.
- (f) In the case of an extraordinary Council meeting, to consider the business set out in the summons.
- (g) Any of the following matters, if included in the Summons:
 - i. a change in the name of the area of the authority under Section 74 of the 1972 Act;
 - ii. the promotion or opposition of a Bill under Section 239 of the 1972 Act;
 - iii. the grant of the title of honorary alderman, or the admission of an honorary freeman, under Section 249 of the 1972 Act;
 - iv. a report from the Chief Finance Officer under Section 114 of the Local Government Finance Act 1988;
 - v. a report of the monitoring officer under Section 5 of the 1989 Act.
- (h) To receive petitions.
- (i) To answer questions asked under Standing Order 13.
- (j) To finish business (if any) left over from the last meeting.
- (k) To consider recommendations from Committees.
- (l) To consider matters referred to the Council under Standing Order 25.10.
- (m) To consider decisions the subject of notice by a Member under Standing Order 25.12.
- (n) If any Notices of Motion have been lodged under Standing Order 15, to consider them in the order in which they were received.

(o) Any other lawful business set out in the Summons for the meeting.

10.2 The order of business in Standing Order 10.1 may be altered by

(a) The Mayor's direction, provided that no Member present objects; or

(b) a resolution of the Council, which must be moved, seconded and put without comment.

10.3 Neither the Mayor nor the Council can alter the order of items as set out in Standing Order 10.1 (a) - (h) (except (e))

10.4 If the Mayor decides that an item of business which was not set out on the Summons for the meeting should be taken as a matter of urgency under Section 100 B of the 1972 Act because of special circumstances, the Council will consider the matter at the end of the other items of business, unless it is taken earlier under 10.1 above.

10.5 An item of business specified on the agenda for the meeting may be withdrawn before the meeting starts by the Chief Executive or Corporate Head of Law and Governance with the agreement of the Mayor. In such a case no Motion shall be moved thereon, and the item shall not be subject to comment by any Member except the Mayor announcing the withdrawal.

11. MINUTES

11.1 Minutes of every meeting of the Council shall be submitted to, and signed at, that meeting or at the next suitable meeting of the Council. (1972 Act, Schedule 12, para 41). Any ordinary meeting of the Council may be regarded as suitable for this purpose.

11.2 The Mayor will ask whether the Council is content that the minutes submitted to the meeting be approved as a correct record.

11.3 The Council must not discuss the minutes except to debate their accuracy. If a Member wishes to challenge the accuracy of the minutes, he must propose a correction by Motion. The Mayor must sign the minutes as soon as questions relating to their accuracy (if any) have been disposed of, or as soon as it is clear there are none.

12. SPEAKING AND QUESTIONS BY THE PUBLIC

12.1 A member of the public who lives, works, attends an educational establishment, or owns or leases land in the Borough may ask one question or speak once at a Council meeting in accordance with this Standing Order. This right does not apply to the Annual meeting, a

meeting convened primarily for the purpose of setting the budget or Council Tax, or an extraordinary Council meeting.

- 12.2 A person who wishes to speak or ask a question must submit a written request to the Council's Chief Executive. The written request must arrive by 12.00 noon on the fifth working day before the Council Meeting (i.e. for a meeting on Thursday the request must arrive by 12.00 noon on the Thursday beforehand).
- 12.3 The written request must state:
- a) the topic the person wishes to speak about or the wording of the question he or she wishes to ask;
 - b) an address, e-mail address, or fax number at which the person can be contacted before and after the meeting.
 - c) whether the person lives, works, attends an educational establishment, or owns or leases land in the Borough if so, details.
- 12.4 The question or topic must relate to a matter which concerns the Council's powers or duties, or which affects the Borough or its inhabitants. It may not relate to a specific planning application or decision upon action under the Planning Acts, a specific application for a licence or permit of any kind, the personal affairs of any individual, or a matter which is exempt from disclosure or confidential under the 1972 Act. A question may not be asked again if it or one to the same effect has been asked within the previous six months.
- 12.5 Following receipt of a written request the Chief Executive will ensure that the applicant is contacted and told whether their request complies with paragraphs 12.1 to 12.4 above, and if so what the procedure will be at the meeting.
- 12.6 At the Council meeting the Mayor will call applicants who have satisfied 12.1 to 12.4 above in the order of receipt of their written requests until the time allowed under Standing Order 12.12 has expired.
- 12.7 On being called by the Mayor the member of the public will have a maximum of five minutes to speak on the topic which he or she requested, or to make any introductory remarks and to ask the question as set out in his request.

12.8 A question may be answered by the Mayor, the Leader of the Council, or an appropriate Committee Chairman or Vice-Chairman as determined by the Mayor. The Councillor called may decline to answer, or may give an answer:

- a) orally at the meeting; or
- b) in writing despatched by the Corporate Head of Law and Governance as soon as possible after the meeting.

In either case the Councillor may refer to a publication where the answer, or further details, may be found. (if the Councillor declines to answer, the questions will not be referred to another Member).

12.9 If the questioner did not use the full five minutes in asking the question (not counting the Councillor's reply) he or she may ask one supplementary question within any time remaining, without any introductory or supporting remarks. The supplementary question must be relevant to the subject of the first question. The same Councillor shall be called to answer and shall have the same options as in 12.8 above.

12.10 No Councillor or member of the public may speak during this process except

- a) the Mayor;
- b) the member of the public in speaking on the nominated topic or in asking the specified question, under 12.7; or exercising the right to ask one relevant supplementary question under 12.9;
- c) the Councillor called upon to answer any such question and supplementary question.

12.11 After the member of the public has finished speaking on the specified topic, or as the case may be after the relevant Councillor has answered or declined to answer the specified question and any supplementary question, the Council shall proceed to the next business without any further comment.

12.12 The Mayor will continue calling applicants under 12.6 until thirty minutes have elapsed since the first was called. The applicant last called may complete his or her speech or question (including any supplementary question) and any answers may be given.

The Corporate Head of Law and Governance will ensure that a written response from the Councillor determined by the Mayor under 12.8 (who may decline to answer) is sent to any questioner whose question was accepted but who has not been dealt with.

The minutes of the meeting shall record any questions asked and answers (whether orally or in writing) either verbatim or as a fair summary.

13. QUESTIONS FROM MEMBERS OF THE COUNCIL

- 13.1 i) A Member of the Council may not ask more than one question at any Council meeting, if the requirements of this Standing Order are satisfied.
- ii) The question must be for the Mayor, the Leader of the Council, or the Chairman of any Committee.
- iii) The question must relate to a matter which concerns the Council's powers or duties, or which affects the Borough or its inhabitants.
- iv) The Member asking the question must give written notice of it to the Chief Executive. The Notice must arrive by 9.30 a.m. on the eighth working day before the Council meeting at which he or she wishes to ask it. (For a meeting on a Thursday, notice must arrive by 9.30 a.m. on the Monday of the previous week, if there are no intervening Bank Holidays).
- 13.2 Questions shall appear on the agenda in the order in which proper notice was received. At the meeting the Mayor shall call questions in the same order, unless he or she decides to vary it in order to group subject matter or for any other reasonable cause.
- 13.3 Every question must be put and answered without debate or comment from any other Member. The person to whom a question has been put is not obliged to answer.
- 13.4 An answer may be given:
- (a) orally at the meeting; or
- (b) by referring to a publication where the relevant information may be found; or
- (c) in writing, to be circulated to Members of the Council by the Corporate Head of Law and Governance as soon as possible after the meeting.
- 13.5 If the person questioned answers at the meeting by method (a) or (b) above, the questioner may ask one supplementary question which must be relevant to the subject of the first question. The use of artificial first questions as a device allowing an unforeseeable

supplementary question is not permitted. If in the opinion of the Mayor a supplementary question does not reasonably and fairly relate to the subject matter of the first question, he may prohibit it and no response shall be offered to it. The questioner may not otherwise speak in response to the answer given, either to the original question or any supplementary question.

13.6 After the original questioner has asked a supplementary question, declined to do so, or been prohibited from doing so, up to two other members may be allowed to ask one supplementary question each, without prior notice, on the same conditions as set out in 13.5 above.

13.7 The Mayor shall allow 30 minutes (if necessary) for questions and their replies at the meeting. If a question is being dealt with at the time limit, the answer must be completed within 5 minutes. Other questions will be deferred to the next meeting of the Council.

14. CONSIDERATION OF RECOMMENDATIONS FROM COMMITTEES

14.1 Except under Standing Order 25.10 or 25.12 below, or on reference from a Committee or Overview and Scrutiny Select Committee, or consequentially upon notice of Motion under Standing Order 15, the Council will not review decisions already made by Committees or officers exercising the Council's functions under Section 101 of the 1972 Act.

14.2 The Corporate Head of Law and Governance will send to each Member with the Council Summons a report of the recommendations being made to the Council by each Committee, in addition to the record of decisions required by Standing Order 25.9.

14.3 After the Mayor has announced that the next business is to consider the recommendations from a Committee:

- a) the Mayor will call the paragraph number relating to, or otherwise identify, each recommendation in turn as it is reached;
- b) after the Mayor has called the recommendation, the Chairman or another Member of the Committee may move that the recommendation be adopted. The mover may alternatively propose a decision different to the one which the Committee has recommended, or give further explanation of anything which appears in the report
- c) as he moves the Motion the mover may indicate corrections to the report, and
- d) after the Motion has been seconded, each recommendation will be debated in accordance with the procedural rules under Standing Order 17.

- 14.4 A Member may ask a question relating to any recommendation. This right is in addition to the right to ask questions given by Standing Order 13, and no notice is necessary. The question must be addressed to the mover of the Motion for adoption of the recommendation. That Member may decline to reply, or reply in one of the forms set out in Standing Order 13.4. He must indicate his response when the time comes for his final right of reply under Standing Order 17.11.
- 14.5 After the exercise of the final right of reply, there will be no further comment or question or discussion on that recommendation, and the Motion must be put to the vote.
- 14.6 Following the vote on the recommendation the Mayor shall proceed to the next numbered paragraph in the Committee's report.

15. NOTICES OF MOTION

Notice by Members

- 15.1 Any Member of the Council may propose a Motion at any meeting of the Council. No Member may propose more than one Motion at the same meeting. He must give notice in accordance with this Standing Order. A Motion may not be moved if it or one to the same effect has been moved within the previous six months.
- 15.2 No notice is needed in order to move the Motions set out in Standing Order 16. Subject to the powers of the Mayor to control debate, and to other provisions of these Standing Orders, there is no limit on the number of such Motions which may be moved by one Member at the same meeting.
- 15.3 A notice of Motion must be in writing and signed by the Member giving it. The notice must be delivered to the office of the Chief Executive by 9.30 a.m. on the eighth working day before the meeting of the Council at which it is to be considered. The Chief Executive must date the Notice with the date of receipt, number it and any other notices in the order in which they are received, and enter all notices in a book which is open to inspection by every Member of the Council. If it is not possible to give the period of notice required above the Motion may be accepted only if the Mayor considers that circumstances exist under Section 100B of the 1972 Act to justify consideration at the meeting. The Member must deliver his notice in writing to the Chief Executive as long as possible before the meeting with a note of the circumstances upon which he wishes the Mayor to rely under Section 100B(4) of the 1972 Act.

Notices of Motions must be set out in Summons

- 15.4 The Chief Executive must set out, in the summons for every Council meeting, all Motions for that meeting of which notice has been received. The agenda must list the Motions in the order in which they were received, except for notices which have been withdrawn by the Members giving them, or Motions which cannot be considered because of Standing Order 15.7.

Dealing with Notices of Motion at the Council Meeting

- 15.5 If a Member, or another Member on his behalf, does not move a Motion of which he gave notice when it is reached on the agenda, it shall be treated as withdrawn unless the Council agrees to postpone it. It cannot then be moved without fresh notice.

15.6 Once a Motion has been moved and seconded it must be dealt with in one of the following ways:

- a) unless (b) below applies, the Motion may be discussed according to the normal rules of debate but shall not be the subject of a final vote. It shall however be open to any Member at any stage during the debate to propose that the Motion be remitted to the appropriate Committee with a specified expression of the Council's preliminary opinion upon it. The mover or seconder of the original Motion may move such a proposal as he or she moves or seconds the original Motion, or any Member may do so subsequently. Once such a proposal is moved and seconded, it shall become the Motion under debate for the purposes of these Standing Orders.

If a proposal to remit the Motion to the appropriate Committee with an expression of opinion is moved, seconded, and carried, then the Motion shall stand referred to such Committee or Committees as the Corporate Head of Law and Governance shall determine as appropriate under the Terms of Reference. If no such proposal has been carried, then the Motion shall still stand referred to such Committee or Committees as the Corporate Head of Law and Governance shall determine as appropriate, but without any expression of Council opinion. In either case the Committee or Committees in question must consider the Motion and may either take action if they have delegated power to do so, or make a report and recommendation to the appropriate Committee or the Council in accordance with the Terms of Reference. The mover of the Motion may attend the relevant Committee meeting or meetings, and explain his Motion in addition to his rights (if any) to participate as a Committee Member.

- b) the Motion can only be determined at the Council meeting if (i), (ii) or (iii) below applies, as to which the opinion of the Mayor shall be final.

(i) the Member giving the notice and the Mayor both agree before the meeting that the matter is exceptionally urgent and will not allow delay for report to the appropriate Committee. Before deciding whether or not to agree the Mayor shall consult the Chief Executive and any Member or Members he sees fit. If the Member giving the notice of Motion believes that it should be dealt with under this procedure he must so inform the Mayor and the Chief Executive at the time he gives his notice. If the Mayor subsequently agrees that the Motion may be determined at the Council meeting, this shall if possible be specified in the summons.

(ii) the Motion seeks only:

- an expression of support or disapproval for some action being undertaken by another person or body; or
- the sending of greetings or congratulations to a person or body; or
- a result that does not require the Council to do anything new (except to permit the Leader of the Council or the Chief Executive to issue a communication to a third party, to give effect to any matter agreed in accordance with the two bullet points above) or to stop doing something and that carries no adverse legal or financial consequences.

(iii) in a case not meeting the conditions in (i) or (ii) above, the Mayor, the Leader of the Council, and the Chief Executive all agree that the Motion is such that it can safely be determined at Council without consideration of a report from a Committee.

15.7 Members may only move Motions which are relevant to the Council's powers or duties or to the interests of the inhabitants of the Borough. If the Chief Executive receives notice of a Motion which he considers irrelevant, illegal, improper, ultra vires, or incomprehensible, he must immediately refer it to the Mayor, and must not insert it on the Council summons and agenda without the Mayor's consent. If the Mayor refuses to accept the notice of Motion the Chief Executive will inform the Member who gave it.

16. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE

16.1 The following Motions and amendments may be moved without notice under Standing Order 15:-

1. To appoint a Chairman for the meeting.
2. To correct the minutes.
3. To change the order of business set out in the summons.
4. To remit a matter to a committee.
5. To set up a committee or appoint its members, as a consequence of a matter mentioned in the summons to the meeting.
6. To adopt recommendations of committees or officers and to take any action resulting from such adoption.

7. To instruct under Standing Order 25.17 that no action be taken to implement a decision which has been the subject of debate or discussion at that meeting under Standing Order 25.10, pending a report on the possibility of rescission or amendment.
8. A Motion of which notice has been given under Standing Order 25.10.
9. That leave be given to withdraw a Motion.
10. A Motion which may be moved during debate, under Standing Order 17.15.
11. That the meeting terminate at specified time under Standing Order 21.1.
12. To authorise the sealing of documents.
13. To suspend Standing Orders, in accordance with Standing Order 2.4.
14. To give consent of the Council, where the consent of the Council is required by these Standing Orders.

17. RULES OF DEBATE FOR COUNCIL MEETINGS

Motions and Amendments

- 17.1 The Mayor must not allow discussion on a Motion or amendment unless it has been proposed and seconded. He may require it to be put into writing and handed to him for him to read to the Council before it is discussed further and must in any event ensure that the Meeting is aware of the words of the Motion or amendment before it is debated.

Secunder's Speech

- 17.2 The Member who seconds a Motion or amendment may speak then or, if he says so at the time, reserve his speech until later in the debate.

Only one Member to Stand at a Time

- 17.3 Members must stand when they wish to speak and wait until called by the Mayor. If two or more Members stand, the Mayor shall call on one to speak and any others must sit down. When a Member is speaking, other Members must stay seated unless they wish to make a point of order or give a personal explanation.

Content and Length of Speeches

- 17.4 Members must not speak about anything except the subject under discussion, a point of order, a personal explanation or a personal interest. Members must not speak for longer than 5 minutes except with the Mayor's consent.

Speaking more than once

- 17.5 A Member who has spoken on a Motion shall not speak again whilst it is the subject of debate, except:
- (a) to speak once on each amendment;
 - (b) if the Motion has been the subject of a vote on an amendment since that Member last spoke, to move a further amendment;
 - (c) if the first speech was on an amendment, to speak on the substantive Motion;
 - (d) in exercise of any right of reply given by Standing Order 17.11 to 17.14 inclusive;
 - (e) on a point of order (see Standing Order 17.18);
 - (f) by way of personal explanation (see Standing Order 17.18);
 - (g) in relation to a personal interest (see Standing Order 26);
 - (h) to ask a question, provided that the Member has not already done so on the Motion in question.

Amendments to Motion

- 17.6 An amendment must be relevant to the Motion. It must take the form of a proposal:-

- (a) to leave out words;
- (b) to leave out words and insert or add others;
- (c) to insert or add words;

but the effect of the proposal must not be to negate the Motion before the Council. The proposal is to be treated as negating the Motion if following its adoption the Motion would be of no effect or have a sense opposed to the original wording. For this purpose a Motion is to be read as a whole, and an amendment which negates one sentence or paragraph is not automatically to be treated as negating the whole. A Member wishing to propose a contrary Motion may not do so unless and until the original Motion is lost.

- 17.7 Once an amendment has been moved, no further amendments may be moved until the first amendment has been disposed of. This rule does not prevent a Member giving advance

notice to the Mayor prior to the vote being taken on the amendment under discussion that he intends to move a further amendment.

- 17.8 If an amendment is lost, other amendments may be moved on the original Motion. If an amendment is carried, the Motion as amended shall become the substantive Motion upon which any further amendment may be moved.

Special Provisions for Amendments to Substantive Motions on Budget and Council Tax Setting

1. Proposed amendments to the budget must be finalised on the template supplied by the Council's S.151 officer, a minimum of six clear working days before the Council meeting at which the budget and council tax is to be considered.

2. Proposed amendments to the budget, submitted in accordance with 1 above, must be moved at the meeting and debated in accordance with the principles set out in these Standing Orders.

Commented [GL1]: Adjust numbering when final wording agreed.

Alteration of Motion

- 17.9 A Member may, with the consent of the Mayor, without comment -

- (a) alter a Motion of which he has given notice, or
 - (b) with the further consent of his seconder alter a Motion which he has moved
- if (in either case) the alteration is one which could be made as an amendment thereto.

Withdrawal of Motion or Amendment

- 17.10 The mover of a Motion or amendment may withdraw it with the consent of his seconder and of the Council. Consent is to be given without comment. Once the mover of a Motion or amendment has asked permission to withdraw it, no other Member may speak upon it unless permission is refused.

Rights of Reply

- 17.11 The mover of an original Motion has the right to reply at the close of debate on the substantive original Motion, immediately before it is put to the vote.

No other Member shall speak between the mover exercising this right of reply and the vote being taken.

- 17.12 If an amendment is moved to the original Motion under discussion the mover of that original Motion shall have a right of reply at the close of debate on the amendment immediately before it is put to the vote, but he shall not otherwise speak during the debate on the amendment. If he does so, he shall forfeit his right of reply.
- 17.13 The mover of an amendment shall have a right of reply to the debate on his amendment immediately before the right of reply allowed to the mover of the original Motion under Standing Order 17.12. above.
- 17.14 A Member exercising a right of reply shall confine himself to answering previous speakers and shall not introduce new matters or material; the Mayor's ruling on this shall be final and not open to comment.

Motions Which May Be Moved During Debate

- 17.15 When a Motion is under debate no other Motion shall be moved except the following -
- (a) to amend the Motion;
 - (b) to refer a recommendation of a committee back to that committee for reconsideration;
 - (c) to defer consideration of the matter until the next ordinary meeting of the council or until such a date as the Council may specify;
 - (d) to adjourn the meeting;
 - (e) to proceed to the next business;
 - (f) that a Member named under Standing Order 24.1 be not further heard;
 - (g) to exclude the public under Section 100A(4) of the 1972 Act.

Action upon special Motions moved during debate

- 17.16 A Motion specified in para 17.15 (b) - (g) above (a "special Motion") may be moved without comment by any Member (other than the proposer or seconder of the Motion and amendment (if any) under debate), at the conclusion of a Member's speech or immediately after the vote on an amendment has been concluded. If the special Motion is seconded the Mayor shall proceed as follows:
- (a) on a Motion to refer a committee's recommendation back to that committee for reconsideration: The Mayor shall give the Chairman of that committee (or if absent

the Member who moved the recommendation for adoption) the right of reply, after which he shall put the special Motion to the vote without comment;

- (b) on a Motion to defer consideration of the matter: The Mayor may refuse to accept the special Motion if he considers that the matter before the meeting can be sufficiently discussed at the meeting. If he so refuses, no further Motion to defer consideration shall be moved except by the Mayor. If the Mayor accepts the special Motion he shall put it to the vote without comment after giving the mover of the original Motion alone a right of reply. If the special Motion is passed the matter shall stand deferred to the next ordinary meeting of the Council unless a different arrangement is specified in the special Motion.
- (c) on a Motion to adjourn the meeting: The Mayor may refuse to accept the special Motion if less than three hours have elapsed since the start of the meeting. If he so refuses no further Motion to adjourn the meeting shall be moved until three hours have so elapsed. If the special Motion is moved and seconded after such a period, or if the Mayor accepts an earlier Motion for adjournment, he shall immediately put it to the vote without giving the mover of the Motion or amendment under debate the right of reply. If the special Motion is passed Standing Order 9.4 shall apply.
- (d) on a Motion to proceed to next business: The Mayor may refuse to accept the special Motion if he thinks that the Council needs to reach a decision on the matter at that meeting. No such Motion shall be moved in relation to a debate on the adoption of a committee recommendation. If the Mayor accepts the special Motion he shall give the mover of the original Motion a right of reply and then put the special Motion to the vote without comment. If the special Motion is carried the Council shall proceed to the next business on the agenda without a vote or further debate on the original Motion or any amendments. If it is lost the debate on the original Motion shall continue and no further Motion to proceed to next business shall be moved in respect of that matter.
- (e) on a Motion that a Member named under Standing Order 24.1 be not further heard: The Mayor shall put the special Motion to the vote without comment. If it is passed the named Member shall not be permitted to speak again during the meeting on any Motion or amendment relating to the same matter.
- (f) Motions to exclude the public: Unless the Motion appears on the agenda, the Mayor shall ascertain the grounds for the Motion and ascertain from the appropriate officers present whether the public can lawfully be excluded. If so, he shall allow the mover of the original Motion a right of reply on the proposal to exclude the public and shall

then put the special Motion to the vote. If it is passed the Mayor may at his discretion either immediately require the public to leave the room in which the debate is being held or adjourn the debate until some convenient time later in the meeting when the public shall have been excluded.

Mayor's Discretion to put Question

- 17.17 The Mayor may curtail the debate at any time if he considers that the Council has sufficiently discussed the matter. He shall thereupon give the movers of the Motion and amendment (if any) their rights of reply and put that Motion or amendment to the vote.

Points of Order/Personal Explanation

- 17.18 If a Member stands to raise a point of order or give a personal explanation he is entitled to be heard at once.
- (a) A point of order relates only to an alleged breach of a Standing Order or statutory provision. The Member must specify which Standing Order or statutory provision is involved, and how he thinks it has been broken. Notwithstanding the 2011 Act, or Standing Order 26, an alleged failure to declare a personal interest shall not be treated as a point of order under this provision.
 - (b) A personal explanation must be restricted to a relevant part of a speech made by him earlier which appears to have been misunderstood.

The Mayor's ruling on a point of order or on the admissibility of a personal explanation is final and no Member shall pass further comment.

Respect for Mayor

17.19 If the Mayor stands during the debate, any Member standing must sit down and the whole Council must be silent. The Mayor may interrupt the debate to restore order by using the command "order", or by striking the gavel, or by using the electronic interruption. The Council must then be silent until the Mayor calls upon a Member to speak.

17.20 All Members must address the Mayor when speaking during a Council meeting.

18. MOTIONS AFFECTING STAFF

18.1 If at any of its meetings the Council considers the appointment, promotion, dismissal, salary, superannuation, or conditions of service of any person employed by it, or the conduct of such a person, it must not discuss the matter until it has decided whether or not to exclude the public under Section 100 A (4) of the 1972 Act.

19. PETITIONS

19.1 Any member of the Council has the right to present a petition at a meeting of the Council. The petition must not be signed by Members of the Council. It must be relevant to the Council's functions, or the whole or part of its area or some or all of its residents. The Member who wishes to present the petition must check that these requirements are satisfied.

19.2 A Member who wishes to present a petition must notify the Chief Executive, or the Corporate Head of Law and Governance, that he wishes to present the petition, before the start of the meeting.

19.3 Petitions shall be presented to the Council as required under Standing Order 10. The Member presenting it has a maximum of 5 minutes to do so. He must do no more than read out or summarise the prayer of the petition, inform the Council of the number and description of the persons signing it, and make any relevant supporting remarks that he thinks fit. He shall then hand the petition to the person presiding.

19.4 Petitions shall be presented at any Council meeting in the order of which notice of them has been received.

19.5 Following the presentation of a petition, and subject to Standing Order 19.6 below, the Council shall refer it to the earliest meeting of the appropriate Committee at which it is

practical for the relevant officers to present a report, unless the petition contains an allegation that a Member is in breach of the Code of Conduct for Runnymede

Members, in which case it must be referred to the Standards Committee as well as the appropriate Committee;

- 19.6 The rights given by this Standing Order are supplementary to the other processes arising from the Council's Scheme for Responding to Petitions set out in this Constitution, and in particular there is no lower limit on the number of signatures on a petition that may be presented to Council under this Standing Order. In the event of any conflict between the provisions of this Standing Order and the Scheme for Responding to Petitions, the Scheme shall prevail.
- 19.7 Nothing in this Standing Order affects the right of an Overview and Scrutiny Select Committee to select any matter within its terms of reference for scrutiny or review.
- 19.8 There is to be no debate on the merits of the petition at the meeting at which it is presented.

20. OFFICERS' ADVICE AT COUNCIL MEETINGS

- 20.1 The Chief Executive or his representative may inform the Council as to matters of law, procedure, or record, at the invitation of the Mayor.
- 20.2 If the Chief Executive, the Monitoring Officer, the Chief Financial Officer, or a Chief Officer with relevant responsibilities, so requests, the Mayor must allow him the opportunity to offer essential advice to the Council before a matter is put to the vote. The Officer may require that this is to be achieved by referring the matter to the appropriate Committee to consider the Officer's report.
- 20.3 The Mayor or the Council may request oral advice from any Chief Officer (or representative) present and the Officer may then speak if he or she is able to offer the advice immediately. If the Officer is unable to offer the requested advice immediately, the Council must consider whether the matter should be referred to the appropriate Committee to allow the advice to be prepared and offered.

21. ENDING OF MEETING BY RESOLUTION

- 21.1 If at least 3 hours have elapsed since a Council meeting began, any Member may move without comment that the meeting shall end at a specified time.

21.2 The Mayor may refuse to accept the Motion if a Motion proposing a finish time has been rejected earlier in the same meeting. If the Motion is accepted, it shall be seconded and put without comment.

21.3 If the Motion is passed, when the time specified in it arrives:

- (a) no further points of order shall be raised except by the Mayor;
- (b) the Mayor shall interrupt the discussion of the question then before the meeting;
- (c) the Mayor must allow the mover of the Motion then under discussion to reply to the debate for not more than five minutes, unless he seeks leave to withdraw his Motion;
- (d) unless the Motion has been withdrawn, the Mayor shall put, without further discussion, all the questions necessary to dispose of that Motion;
- (e) all outstanding Committee recommendations must be deferred to the next suitable Council meeting;
- (f) Any Motions of which notice has been given under Standing Order 15 will be deferred to the next suitable Council meeting or, if the Member who has given notice so requests, to the next meeting of the appropriate Committee (as designated by the Mayor).
- (g) the Mayor shall then close the meeting.

22. APPOINTMENT OF COMMITTEES AND SUBSTITUTION OF MEMBERS

22.1 Subject to sections 101 and 102 of the 1972 Act and other appropriate legislation, at their annual meeting the Council:

- a) shall approve the Constitution for the coming Municipal Year;
- b) shall appoint policy and regulatory Committees and the Overview and Scrutiny Select Committees, the Standards and Audit Committee, the Licensing Committee, and any other Committees the Council deems appropriate in accordance with the Constitution. The terms of reference and numbers of voting Members of each committee shall be recorded in the Constitution;

- c) may resolve that non-voting Members shall also be appointed to any such committee where it is lawful to do so;
 - d) if it resolves to make appointments under sub-paragraph (c), shall specify what number of appointments are to be made, and what functions in relation to the committee each person so appointed may exercise; and
 - e) shall specify which Members of the Council shall be eligible for an appointment to a particular Committee in accordance with Standing Order 22.8, in place of any Member appointed under Standing Order 22.1 (b).
- 22.2 No Committee shall have power to appoint a Sub-Committee without the approval of the Council, unless the Sub-Committee is referred to in the Constitution.
- 22.3 The Council may at any time amend resolutions made under paragraph 22.1 in accordance with the 2000 Act.
- 22.4 Every committee set up under this Standing Order, and every sub-committee set up by such a committee, shall continue to discharge the functions committed to them until the Council or committee, as the case may be, resolve otherwise.
- 22.5 Subject to section 102(5) of the 1972 Act (councillor leaving office to cease to be a Member of a committee) and Standing Order 22.6 to 22.8, every person appointed as a voting Member of such a committee or sub-committee and every person appointed to exercise other functions in relation to a committee shall continue as such until the appointment is terminated by the authority.
- 22.6 Whenever
- a) the Council is required to review the allocation of seats on committees between political groups, or
 - b) the Council resolves to carry out such a review, or
 - c) a committee is required to review the allocation of seats on a sub-committee between political groups, or
 - d) a committee resolves to carry out such a review the Corporate Head of Law and Governance shall submit a report to the Council or committee (as the case may be) showing what allocation of seats would in his opinion best meet the requirements of section 15(4) of the 1989 Act.
- 22.7 In the light of such a report, the Council or committee, as the case may be, shall determine the allocation of seats to political groups.

22.8 Whenever -

- i. an appointment of a voting Member of a committee or sub-committee falls to be made in accordance with the wishes of a political group to whom the seat has been allocated, and
- ii. whenever such an appointment falls to be terminated in accordance with such wishes, then:

the Council or the relevant committee as the case may be, or the Chief Executive, Corporate Head of Law and Governance, or Democratic Services Manager, shall make or terminate the appointment in accordance with the wishes of that political

group (and this paragraph shall be treated as an arrangement for any of those Officers to perform that function under Section 101 of the 1972 Act).

The wishes of a political group are to be taken as those expressed to the Chief Executive or the Corporate Head of Law and Governance or Democratic Services Manager:

- (a) orally or in writing by the leader of the group or by its representative as named in a notice given under regulation 8 (4) of the Local Government (Committees and Political Groups) Regulations 1990; or
- (b) in a written statement signed by a majority of the Members of the group.

In the event that different wishes of a political group are notified in accordance with paragraphs (a) and (b) above, the wishes notified in accordance with paragraph (b) shall prevail.

A political group shall express its wishes as to any changes of appointments before the start of the earliest meeting at which they are to take effect, and shall comply with Standing Order 22.1 (e). If neither the Chief Executive nor the Corporate Head of Law and Governance or Democratic Services Manager is available to receive such expression of wishes, the proper officer for the purposes of the Local Government (Committees and Political Groups) Regulations 1990 shall be the most senior member present of the staff of the Corporate Head of Law and Governance, who shall also be authorised to effect the change of appointment in question.

- Note:
1. The Membership of the Licensing Committee is not subject to the political balance requirements of the 1989 Act and the above mechanism for changing appointments to it is therefore not available;
 2. Members of the Regulatory Committee must be Members of the Licensing Committee.

22.9 The Council may, at any meeting including the annual meeting, appoint a Chairman, or one or more Vice-Chairmen, or both for a committee in accordance with Standing Orders 31.7 and 31.8, provided that a Chairman or Vice-Chairman has not so far been appointed or elected in that municipal year.

23. MINORITY GROUP PRIORITY BUSINESS

23.1 A minority group may require that any one item of business to be placed on the Agenda for any meeting of the Council shall be treated as minority group priority business. It must do this by a notice in writing given to the Chief Executive not later

than the latest time for the receipt of notices of Motion for that meeting (see Standing Order 15.3).

23.2 Where the Chief Executive receives more than one such notice for any meeting, he shall decide what notice shall be effective so as to ensure that as far as possible each minority group's share of effective notices in the period since the last annual meeting of the Council fairly reflects the relative sizes of those groups.

23.3 The Chief Executive must indicate on the agenda which (if any) item of business is to be treated as minority group priority business.

23.4 If consideration of an item of minority group priority business has not begun two hours after the start of the meeting, that item shall be taken immediately after the conclusion of the business then under discussion.

24. GOOD ORDER IN MEETINGS

Disorderly conduct by Members

24.1 If any Member:

- (a) Persistently disregards the ruling of the person presiding; or

- (b) Behaves improperly or offensively; or
- (c) Deliberately disregards established procedure; or
- (d) Deliberately obstructs the business of the meeting;

then the Mayor may name the Member and require him both to apologise and to correct his behaviour immediately, or to do either.

24.2 If a Member named by the Mayor under the paragraph above continues his misconduct, the Mayor may do any or all of the following at his discretion at any time during the meeting:

- (a) he may forbid the Member from speaking for some or all of the rest of the meeting;
- (b) he may order the Member to leave the meeting for all or part of the remaining business.
- (c) he may order the Member to be removed from the meeting.
- (d) he may adjourn the meeting for 15 minutes or any other period he wishes.

24.3 A Member may not impute improper motives, or use any offensive expression, to any other Member. The Mayor shall be the sole judge at the meeting of when this rule has been broken. If a Member ignores or rejects his ruling he shall be dealt with under the two preceding paragraphs.

Disturbance by members of the public

24.4 If a Member of the public interrupts the proceedings the Mayor must warn him. If he continues to interrupt, the Mayor may order him to leave the meeting room. If he does not leave, the Mayor may order him to be removed from the room or the building.

24.5 If a Member of the public persistently creates a disturbance, the Mayor may adjourn the meeting for 15 minutes or any other period he wishes.

24.6 If there is a general disturbance in any part of the Chamber or meeting room open to the public, the Mayor must order that part cleared and may adjourn the meeting for 15 minutes or any other period he wishes.

24.7 The Mayor may also exercise any other lawful powers available to him to control the meeting.

Smoking

24.8 In accordance with legal requirements smoking is prohibited on Council premises.

General

24.9 The decision of the Mayor as to acceptable conduct whether by Members or the public shall be final.

Filming, Audio-Recording, Photography, Tweeting and Blogging of Meetings

24.10 Members of the public are permitted to film, audio-record, take photographs or make use of social media (tweet/blog) at Council meetings provided that this does not disturb the business of the meeting. If a member of public wishes to film or audio-record a particular meeting, the relevant Council Officer should be informed prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

Filming should be limited to the formal meeting area and not extend to those in the public seating area.

The Mayor will make the final decision in all matters of dispute in regard to the use of social media, audio recording, photography, and filming in a Council meeting.

If the Mayor considers the filming/recording/photography is disrupting the meeting in any way or any pre-meeting agreement has been breached, the operator of the equipment will be required to stop.

If someone refuses to stop recording when requested to do so, the Mayor will ask the person to leave the meeting. If the person recording refuses to leave then the Mayor may adjourn the meeting or make other appropriate arrangements for the meeting to continue without disruption. These will be in line with disorderly conduct procedures set out in the Constitution.

Anyone asked to leave a meeting because they have refused to comply with the Mayor's request may be refused permission to film/record/photograph at future Council meetings.

The Mayor has a right to withdraw consent to film/record/photograph at any time during the meeting.

Banners, placards, etc

24.11 The Mayor may require to be left outside the meeting room any banner, placard, or other object being carried by any person.

25. RULES OF PROCEDURE AT MEETINGS

Voting

25.1 Unless one of the paragraphs below applies to the contrary, voting shall be by show of hands.

25.2 At a meeting of the Council, or at a meeting of a committee or sub-committee, any Member may request that the vote be recorded to show who voted for and against the proposal and who abstained. For a recorded vote, the Chief Executive or the Corporate Head of Law and Governance, or representative, shall call the name of each Member present and that Member shall speak to indicate whether he votes for or against the Motion, or abstains, without further comment. At a Council Meeting the Mayor and Deputy Mayor will be called first. At a Committee or Sub-Committee meeting the Chairman and Vice-Chairman will be called first. A recorded vote will be taken at the Special Council meeting which sets the budget.

a) This is a mandatory standing order under the 'Local Authorities (Standing Orders) England) (Amendment) Regulations 2014' and cannot therefore be suspended or deleted.

i. after any vote is taken at the Council's budget setting meeting on any decision relating to the making of a calculation there will be recorded in the minutes of that meeting the names of those voting for or against the decision or who abstained from voting.

ii. for the avoidance of doubt; rule 25.2a)i. applies to proposed amendments as well as to a substantive motion.

~~iii.~~ the voting will be recorded as set out in rule 25.2.

25.3 Except where a recorded vote has been taken, any Member present at the vote may immediately afterwards require that his vote or abstention shall be recorded separately in the minutes.

25.4 The Mayor must ascertain the numbers voting for or against any Motion or amendment, or for any candidate. He or an officer present shall inform the meeting of the numbers. Once he has satisfied himself as to the totals his declaration of the result cannot be questioned.

Voting on nominations and appointments

25.5 Unless Standing Order 5 or 6 applies, the Member nominating each candidate shall be allowed a maximum of two minutes to identify the candidate, and his or her qualifications for

the position, to the meeting. If the meeting has to vote on a Motion to nominate, appoint, or elect one or more persons to any position (other than to serve on a body to which statutory political balance rules apply) any other Member wishing to speak on the proposed nomination or appointment shall also have a maximum of 2 minutes.

If more names have been nominated and seconded than the number of vacancies, the following procedure shall be followed:-

- (a) each Member shall be entitled to vote for as many different individuals as there are vacancies, but need not use all or any of his votes;
- (b) for a single vacancy, the person presiding shall put the names of the candidates to the meeting in alphabetical order and the Members voting for each candidate shall indicate their votes by raising their hands;
- (c) if there are two or more vacancies on the body in question, an appropriate officer shall call the name of each Member present who shall thereupon state for which candidate or candidates (if any) he is voting. The officer shall keep a tally of votes cast for each person nominated and shall inform the person presiding;
- (d) The vacancy or vacancies shall be filled by the nominee or nominees with the greatest number of votes, provided that each received votes from more than half of the Members present and voting (or half together with the Mayor's second or casting vote). The Mayor or an appropriate officer shall announce the voting figures, and shall identify the successful candidates, to the meeting.
- (e) If all the vacancies cannot be filled by candidates satisfying (d) above the candidate with the smallest number of votes shall be struck from the list (subject to this paragraph) and the voting process shall be repeated until this requirement is satisfied for all vacancies. Any candidate whose election has satisfied (d) above is elected. If at least one candidate has been elected, no other candidates will be struck from the list for the next vote.
- (f) Any Member may request that the vote on a nomination or appointment be recorded. In such event the vote shall be taken by the method set out in paragraph (c) above regardless of the number of vacancies.

Nomination of Mayor

- 25.6 Notwithstanding that when the appropriate Committee considers candidates for nomination under Standing Order 7, it is not voting on the appointment or election, and the procedure set out in paragraph 25.5 shall be followed.

Second or casting votes

- 25.7 If the votes are tied on any issue, the Mayor may use a second or casting vote as follows:

- i. if he voted at the same time as the other Members (i.e. used his first vote), he shall use his second vote.
- ii. if he did not vote at the same time as the other Members he shall use his casting vote.
- iii. he shall not be permitted to delay his first vote in order to ascertain the voting figures and then use it to produce an equality of votes in order to use his second vote
- iv. he may decline, without explanation, to use either his second vote or his casting vote

If the votes remain tied at the end of the voting process the effect is that no decision has been taken on the matter in question, and the Motion being voted upon is lost.

Record of Attendance

- 25.8 Every Member attending a meeting of the Council, or any committee or sub-committee, must sign his name in the attendance book or sheet provided for the purpose. Every Member attending some other meeting, conference, inspection or approved duty must sign his name in such register as may be made available for the purpose.

Review of Decisions Made under Delegated Power

- 25.9 Before every Council meeting the Corporate Head of Law and Governance shall send to every member of the Council a record of the matters considered or decided by the Council, Committees, and Sub-Committees, and decisions taken by officers under Standing Order 42, up to such date as he shall determine. In addition, as soon as reasonably practicable after a Committee or Sub-Committee has met, he will send to each Member of the Council a list summarising the decisions taken at that meeting.
- 25.10 Matters decided under delegated powers shall not normally be considered by the Council unless otherwise provided in the Constitution. However the leader of any Political Group represented on the Council may serve notice on the Chief Executive that the Group wishes the Council to have the opportunity of discussing a decision taken by a Committee, a Sub-Committee, or an officer. He must also state which of the courses of action set out in 25.11 a

Member of his group will move. Such a notice must be in writing and must be delivered to the Chief Executive by 9.30 a.m. on the eighth working day before the meeting of the Council at which it is to be considered. Each group may only serve one such notice for each meeting. The Chief Executive must ensure that the relevant matter is then included on the Summons for that Council meeting and that a copy of the relevant Committee report or record of officer decision is appended to the Summons, together with any supporting information the Chief Executive decides is necessary.

25.11 No further notice of the proposed Motion is necessary and Standing Order 15 does not apply except for 15.4. When the item of business is reached on the agenda, the only decisions available to the Council are:

- a) to take no further action;
- b) to request the appropriate Committee to consider the matter and to recommend appropriate policy for similar matters in the future;
- c) to request the appropriate Overview and Scrutiny Select Committee to review and report to Council, with the further comments of the appropriate Committee on the merits of the decision;
- d) to refer the decision back to the appropriate Committee with a request to consider and report on the possibility of rescission or amendment.

Only the action specified in the notice served under 25.10 may be moved. If the Motion fails or if a Member fails to move it, the effect will be that no further action is taken. No further action may be moved under that notice, nor may the decision in question be the subject of a further notice under 25.10.

25.12 A Member may give one notice that he wishes a single decision made by a Committee, a Sub-Committee or an Officer since the last Council meeting to be the subject of discussion at the next Council meeting. He must give notice in writing to the Chief Executive before 9.30 a.m. on the eighth working day before the meeting of the Council at which it is to be considered. The Chief Executive must ensure that the relevant matter is then included on the summons for that Council meeting and that a copy of the relevant Committee report or record of Officer decision is appended to the summons, together with any supporting information the Chief Executive decides is necessary. If more than one notice is received, the Chief Executive shall place them on the agenda in order of receipt.

When the relevant item of business is reached on the Council Agenda, the Member who gave the notice may speak first, but neither he nor any other Member may move any Motion on the matter in question. The normal rules of debate shall apply subject to any necessary modification to allow for the fact that there is no Motion under debate. During the discussion Members may pass comment or ask a question of the policy Committee Chairman for the function concerned. When the Mayor is satisfied that sufficient discussion has taken place he shall call upon the Chairman to respond to the issues raised. The Chairman need not make any comment and may, if he wishes, indicate that additional information will be circulated by an Officer in writing, or refer a questioner to a document where the relevant information may be found.

Once the Chairman has concluded his or her comments, the discussion on that matter shall be at an end.

The total time allocated to consideration of all matters raised under this Standing Order 25.12 shall not exceed one hour without the consent of the Mayor. If there is insufficient time to deal with all such matters, those not reached shall fall, but nothing shall prevent any Member from exercising any right to request their examination by an Overview and Scrutiny Select Committee.

Rescission of Decisions

25.13 If, a decision was taken more than six months previously, or if the circumstances set out in Standing Order 25.14 or 25.15 exist:

- a) the Council may rescind a decision of a Committee, a Sub-Committee, or an officer;
- b) a Committee may rescind a decision of a Sub-Committee or officer;
- c) an officer may rescind his own decision or that of a predecessor or subordinate.

This power is subject to Standing Order 25.16.

25.14 The circumstances in the case of rescission decided by the Council, or a Committee, are:

EITHER

- a) i. the decision to rescind has been recommended by a Committee or Sub-Committee which has considered a written report from the appropriate officers as to the legal, financial, and practical effects such rescission would

have (which advice shall be appended to any report on the matter to Council); and

- ii. the Council or Committee taking the decision to rescind is satisfied, having regard to the time at which the original decision was taken, present Council policy, the Council's legal obligations, and all other relevant matters, that it is appropriate to rescind.

OR

- b) if the circumstances set out in a) above do not apply, the decision to rescind is taken by the Council and the following conditions are satisfied:
 - i. the Council takes the decision after considering the report from a Committee to whom a matter was referred back under Standing Order 25.11 (d); and
 - ii. there is appended to the Committee's report a copy of the officers' advice mentioned in paragraph (a) (i) above; and
 - iii. at least two thirds of the whole number of Members are present; and
 - iv. the Council is satisfied as mentioned in (a) (ii) above.

25.15 In the case of rescission decided by an officer, the circumstances are:

- a) that the officer has received written advice from the appropriate officers as to the legal, financial, and practical effects such rescission would have;
- b) that the Council's Monitoring Officer has been informed of the proposal and has raised no objection;
- c) that the officer is satisfied as mentioned in 25.14 (a) (ii) above.

25.16 A decision or part of a decision which has already been implemented cannot be rescinded. The advice of the Council's Monitoring Officer as to whether a decision or part of a decision has been implemented is final.

25.17 Although the Council or a Committee may be awaiting a further report before reaching a decision on whether to rescind a decision, it may if it sees fit instruct that pending such decision no further action should be taken to implement the decision being reconsidered.

Before resolving to issue such an instruction it must take into account advice from the appropriate officers as to the legal, financial, and practical effects such an instruction would have.

Meaning of Rescission

25.18 For the purposes of these Standing Orders the rescission of a decision means cancelling it so that henceforth the effect is as if it had not been made.

25.19 Varying or amending the effect of a decision does not fall to be treated as rescission unless the variation or amendment would have been treated as negating the Motion if it had been proposed as an amendment before the original resolution was passed. However the Council may not vary or amend a Committee's decision except after a report requested from that Committee under paragraph 25.11 (d) above.

Other restrictions on departure from previous decisions

25.20 Any Motion or amendment to the same effect as a Motion or amendment which has been rejected by the Council, a Committee, or a Sub-Committee within the previous six months is subject to the same restrictions as if it were a proposal to rescind a decision. The same applies to a Motion under Standing Order 25.11 which has failed.

26. INTERESTS OF MEMBERS

26.1 Where any Member has a disclosable pecuniary interest and/or a non-pecuniary interest in a matter under consideration he shall comply with the Code of Conduct for Members set out in Part 5 of this Constitution.

26.2 If a Member is uncertain as to whether the Code affects him in particular circumstances, he may ask for the opinion of the Mayor who must consult the Monitoring Officer or such senior officers as may be available and appropriate to advise on the matter. If the Mayor then expresses the opinion that the Member should withdraw the Member must abide by that opinion for the meeting.

26.3 If a Member is concerned that another Member might have omitted to declare an interest under the Code of Conduct for Members, he may rise and upon referring to this Standing Order shall be entitled to be heard at once. He may then without offering detail or explanation request that a named Councillor be invited to consider whether he should have declared an interest in the matter under debate.

The Mayor shall thereupon invite the named Councillor to consider his position and respond.
The named Councillor shall, without further detail or explanation:

- i indicate that he or she has no such interest; or
- ii declare such an interest, and take any other action required by this Standing Order 26; or
- iii seek the opinion of the Mayor under Standing Order 26.2, and abide by that opinion.
The Mayor may if he sees fit adjourn the meeting for so long as is necessary to seek advice and offer such opinion in private.

STANDING ORDERS
FOR MEETINGS OF COMMITTEES AND
SUB-COMMITTEES

STANDING ORDERS FOR MEETINGS OF COMMITTEES AND SUB-COMMITTEES

27. COMMITTEE AND SUB-COMMITTEE AGENDAS AND TIMETABLE

- 27.1 The Corporate Head of Law and Governance will prepare a timetable of Committee and Sub-Committee meetings each year and submit it to the Authority for approval. Meetings shall be organised in accordance with the approved timetable. The Corporate Head of Law and Governance may cancel a meeting if he and the Chairman of the Committee or Sub-Committee in question are both satisfied that there is insufficient business to justify the meeting being held, or for other reasons which in their view are sufficient. The date of a meeting may be changed with the consent of the leaders of all political groups. When a meeting is cancelled or the date is changed, the Corporate Head of Law and Governance shall arrange for every Member of the Council to be notified in writing of the cancellation or change and of the reasons for it.
- 27.2 The Corporate Head of Law and Governance must send out an agenda at least five clear working days before every meeting of a Committee or Sub-Committee, or as soon as the meeting is called whichever is later. The agenda shall be sent to every person entitled to receive the papers of the Committee or Sub-Committee.
- 27.3 Subject to any requirements of the Chairman, the Corporate Head of Law and Governance must arrange the order of business on the agenda as he thinks will ensure the effective despatch of business.
- 27.4 The agenda must include:
- (a) all items of business referred to the Committee or Sub-Committee by the Council or another committee or sub-committee;
 - (b) any reports submitted to the Committee or Sub-Committee by a Chief Officer;
 - (c) any item of business which the Chairman requires to be included;
 - (d) any other item of business within the Committee's Terms of Reference which two Members of the Committee or Sub-Committee request to be included by notice in accordance with Standing Order 27.5 below. No two Members may give notice of more than one item of business for any meeting under this provision.

- 27.5 Members who wish to request that a particular item of business be included must give notice in writing to the Chief Executive by 9.30 a.m. on the eighth working day before the date of the meeting.
- 27.6 If it is impossible to include a report on a particular item on the Agenda before it is despatched, or if a report is proposed to be put to the meeting as a matter of urgency in special circumstances under Section 100 B of the Local Government Act 1972, the Corporate Head of Law and Governance shall circulate it to every person entitled to receive the papers of the Committee or Sub-Committee as soon as practicable after it has been prepared. Wherever possible, all Members of the Council would be given advance warning by email of any such reports. In cases where it is not possible due to operational or administrative reasons to include a report requested by a Member on an Agenda for the meeting in question it will be included on the Agenda for a subsequent meeting.
- 27.7 An item of business specified on the agenda for the meeting may be withdrawn before the meeting starts by the Chief Executive, Corporate Head of Law and Governance, or whose Department is responsible for the subject matter, with the agreement of the Chairman. In such a case no Motion shall be moved thereon, and the item shall not be subject to comment by any Member except the Chairman announcing the withdrawal.

Call-in

- 27.8 The Overview and Scrutiny Select Committee has the right, in the exceptional circumstances mentioned in paragraph 12 of the overview and scrutiny procedure rules, to call in any decision of a policy Committee or Sub-Committee, other than a recommendation to the Council or parent Committee, subject to the requirements of this Standing Order. The Overview and Scrutiny Procedure Rules in Part 4 of the Constitution will be followed. If a decision is called in, it shall not take effect until the following procedure has been completed:
- a) the request for call-in must be on the standard proforma and specify the reasons for the call-in, by explaining what evidence the Members have to indicate the decision in question was not made in accordance with Article 12 of the constitution or have evidence that Council Policy or legal requirements were disregarded when the decision was made, be signed by at least two Members of the Overview and Scrutiny Select Committee and must be delivered to the office of the Chief Executive before 5.00 p.m. on the fourth working day after the policy committee has taken the decision;
 - b) no such request can be effective if the Chairman of the Overview and Scrutiny Select Committee agrees that the policy committee or sub-committee has determined that the interests of the Council or the Borough would be prejudiced

by delay in implementing the decision, and that this determination is correct and that the decision is a reasonable one. Any Officer seeking to rely on this provision must contact the Chairman of Overview and Scrutiny Select Committee to obtain their agreement and explain in the relevant report the justification for such a decision.

- c) Call-in requests may not be made in respect of decisions on individual planning applications, enforcement notices, tree preservation orders, the grant or refusal of statutory permits or local authority licences authorising any use of land or activity, or the taking of regulatory or enforcement action under any statute. Any such request is void, but the Overview and Scrutiny Select Committee may consider and pass comment on the merits of the decision or the underlying policy.
- d) When an effective call-in request is received, the Corporate Head of Law and Governance must arrange a meeting of the Overview and Scrutiny Select Committee at a time suitable to the subject matter and the urgency of the case. Such a meeting must normally be held within ten days of the receipt of the request;
- e) The Committee may consider the matter either by report, advice and debate in the usual manner, or by conducting a scrutiny hearing. The Chairman must determine the method within one working day of being notified of the call-in request (or its receipt if he signed it), and must inform the Corporate Head of Law and Governance. If the Chairman makes no determination the method will be by report, advice, and debate.
- f) When it considers the matter, the Overview and Scrutiny Select Committee may either refer the matter back to the policy Committee or Sub-Committee, or report to the Council, with any comments and recommendations it wishes to make.
- g) The matter will be reconsidered at the next ordinary meeting of the policy Committee or Sub-Committee, or the Council, unless the matter is sufficiently urgent to require a special or extraordinary meeting. The subsequent decision of the policy Committee or Sub-Committee or the Council upon the matter will not be subject to further call-in.

28. SPECIAL MEETINGS OF COMMITTEES AND SUB-COMMITTEES

- 28.1 The Chairman of a Committee or Sub-Committee (or in his absence the Vice-Chairman), or the Mayor, may call a special meeting of that Committee or Sub-Committee at any time. The Corporate Head of Law and Governance may call a special meeting to consider business under Standing Order 27.8.

- 28.2 If:
- (a) a requisition for a special meeting of a Committee or Sub-Committee, signed by at least two, or one quarter of the total number, of the voting members of a Committee or Sub-Committee, whichever is greater, has been presented to the Chairman or in his absence the Vice-Chairman; and
 - (b) either he has refused to call a meeting or, without him so refusing, no special meeting has been called within seven days of the presentation of the requisition,

then any two, or one quarter of the number, of the voting Members of the Committee or Sub-Committee, whichever is greater, may forthwith call a special meeting of the committee or sub-committee.

- 28.3 Any requisition under Standing Order 28.2 (a) above may be presented by being left with the Chief Executive.

- 28.4 When a special meeting has been called under this Standing Order, the person calling it must immediately give notice of that fact to the Chief Executive. The notice must state the business to be done. The Chief Executive must fix a date for the meeting which so far as practicable is appropriate for the proper despatch of that business. Standing Order 27.2 will then apply.

29. RIGHTS AND DUTIES OF MEMBERS TO ATTEND MEETINGS

- 29.1 Except for the cases set out in Standing Order 29.2 below:

- (a) Any Member of the Council may attend the meetings of all Committees and Sub-Committees, but may not speak without the permission of the Chairman unless he is a Member of the Committee or Sub-Committee in question. Unless he is such a Member, he may not move a resolution or vote.
- (b) A non-voting Member of a Committee or Sub-Committee has the right to attend all meetings of that body but may speak only on matters which the Chairman considers reasonably and fairly relate to the purposes for which he was appointed to the body. Non-voting Members may not speak on the appointment of a Chairman or Vice-Chairman or be elected to those offices.

- (c) A non-voting Member of a Sub-Committee may attend meetings of the parent Committee (or Committees in the case of a Joint Sub-Committee). With the Chairman's permission, he may speak on matters relevant to the purpose of his appointment but may not move a resolution.

29.2 In the case of the Committees, Sub-Committees, or other bodies listed in this paragraph, or specified by resolution of the Authority, Members who are not Members of the Committee, Sub-Committee or other body, or who have entered the Meeting late, have no right to attend or speak except with the permission of the Chairman. This permission may be given (if at all) subject to such conditions as to seating position, duration of attendance, and any other matters as the Chairman (acting on legal advice) may think proper. The committees, sub-committees and other bodies are:

- (a) The Standards and Audit Committee.
- (b) The Licensing Committee and its Sub-Committees.
- (c) The Regulatory Committee and its Sub-Committees

29.3 The Overview and Scrutiny Select Committee may require any Member or Officer to attend one of its meetings to provide information or to explain a decision. If a Member fails to attend without reasonable excuse, his conduct shall be referred to the Standards and Audit Committee. If an Officer fails to attend without reasonable excuse, his conduct shall be referred to the Chief Executive. In this paragraph "reasonable" means reasonable in the opinion of the Overview and Scrutiny Select Committee.

29.4 Notwithstanding anything said above, a Member of the Council who has moved a Motion which has been referred to any Committee has the right to attend the meeting, and if he attends must be given an opportunity to explain the Motion.

30. QUORUM

30.1 The quorum of a Committee or Sub-Committee is one quarter of the total number of Members of that Committee or Sub-Committee rounded up to the next whole number, but shall never be less than three.

30.2 If there is no quorum at the time the meeting is summoned to start, the person presiding will allow a delay of fifteen minutes to see if a quorum assembles. If there is still no quorum at the end of that period, the meeting must be reconvened at another time.

- 30.3 If during any meeting of a Committee or Sub-Committee the person presiding ascertains that a quorum is not present, the meeting shall stand adjourned for fifteen minutes. If after fifteen minutes there is still no quorum present, the meeting shall end.
- 30.4 The person presiding may fix a date and time to deal with any business which cannot be dealt with because of Standing Order 30.2 or 30.3 above. If he does not do so, the business shall be dealt with at the next timetabled meeting of the Committee or Sub-Committee.

31. ELECTION OF CHAIRMEN OF COMMITTEES AND SUB-COMMITTEES

Chairmen and Vice-Chairmen

- 31.1 If the Council (or as the case may be the parent Committee) has not appointed a Chairman and Vice-Chairman under 31.7 below, every Committee and Sub-Committee shall, at its first meeting, before proceeding to any other business, elect a Chairman or one more Vice-Chairmen (or if required both) for the municipal year. In addition, a Committee or Sub-Committee may elect an additional Vice-Chairman at any time. (Note: This Standing Order, and so much of 31.2 below as would require a Chairman and Vice-Chairman to be elected for the municipal year, shall not apply to Sub-Committees of the Licensing Committee, Regulatory Committee or Standards and Audit Committee, which are free to elect such Members meeting by meeting.)
- 31.2 If the Chairman and Vice-Chairman are absent from a meeting, or not yet appointed, the Mayor shall take the chair if present and willing. If the Mayor is absent, or if he does not wish to chair the meeting, the Chief Executive or the Corporate Head of Law and Governance (or a member of his staff) shall become the person presiding and the first business of the meeting shall be to elect a Chairman and Vice-Chairman for the municipal year. If they have already been elected, the Committee or Sub-Committee must elect a Member to take the chair and to preside over the rest of the meeting.
- 31.3 The election of a Member to preside shall be conducted in accordance with Standing Order 39.6 (voting on appointments).
- 31.4 If the Chairman or Vice-Chairman enters the meeting after another Member has been appointed to preside, that Member must immediately at the conclusion of the matter under discussion offer the chair to the Chairman or Vice-Chairman. The same shall apply to the Vice-Chairman in relation to the Chairman.
- 31.5 Any power or duty of the Chairman in relation to the conduct of a meeting may be exercised by the person presiding at the meeting, except that an officer shall not be entitled to a vote of

any kind, nor shall the Mayor or Deputy Mayor presiding under paragraph 31.2 above unless he is a member of the Committee. If the result is that the vote on the appointment of Chairman is tied, all the business of the meeting shall be deferred to a further meeting to be appointed, and the Council (or the parent Committee as the case may be) shall have the power to appoint two Members of the Committee or Sub-Committee to be its Chairman and Vice Chairman.

31.6 If the Chairman resigns or becomes incapable of acting as such, the Vice Chairman shall become the Chairman until a Chairman is elected at the first meeting after this has occurred, when the Committee or Sub-Committee must elect a Chairman (and if necessary Vice Chairman) for the remainder of the municipal year. If the Vice-Chairman resigns or becomes incapable of acting as such, the Committee or Sub-Committee must elect a new Vice-Chairman at its next meeting.

31.7 Notwithstanding anything above:

- a) the Council may appoint a Chairman or one or more Vice-Chairmen or both for a Committee
- b) a parent Committee may appoint a Chairman or one or more Vice-Chairmen or both for a Sub-Committee

provided that no such appointment or election has so far been made in that Municipal Year.

31.8 Whether elected under 31.1 above or appointed under 31.7, a Chairman or Vice-Chairman must be drawn from the membership of the Committee or Sub-Committee concerned.

32. MINUTES

32.1 The Minutes of every meeting of a Committee or Sub-Committee shall be drawn up and presented to the next suitable meeting of that body, as soon as is consistent with good administrative practice.

32.2 The person presiding over the Committee or Sub-Committee shall put the question that the Minutes of the meeting of the relevant Committee or Sub-Committee held on the specific date be confirmed and signed as a correct record.

32.3 There shall be no discussion on the Minutes, except by way of a Motion relating to their accuracy. If no question of accuracy is raised, or as soon as any question is settled, the person presiding shall sign the Minutes.

- 32.4 If the Committee or Sub-Committee is not scheduled to meet again, or is not likely to meet in the foreseeable future, the Chairman of the Committee or Sub-Committee (or in his absence any Member of it) may sign the Minutes using the above procedure when the proceedings of the body are reported to (or at a convenient Meeting of) the Council or the Parent Committee, subject to the resolution of all questions as to their accuracy which may then be raised by Members who were present at the meeting.

33. SCHEME OF DELEGATION

- 33.1 A Committee or Sub-Committee shall act in accordance with its terms of reference and delegated powers as agreed by the Council and set out in the Constitution.

34. RULES OF DEBATE

Meetings of Committees and Sub-Committees are to be conducted with as little procedural formality as is consistent with the need for good order and the effective conduct of business. However, the following rules of debate shall be followed:

Motions and Amendments

- 34.1 A Motion or amendment, other than at the Planning Committee in respect of development management decisions and exceptionally at other Committees where the Chairman may wish to consider the benefits of debating the recommendation before it before a Motion is made, shall not be discussed until it has been proposed and seconded, and the person presiding may require it to be submitted in writing so that he may read it to the Meeting before it is discussed.
- 34.2 Members must not speak about anything except the subject under discussion, a point of order, a personal explanation, or a personal interest. Members must not speak for longer than 5 minutes except with the Chairman's consent.
- 34.3 An amendment must be relevant to the Motion. It must take the form of a proposal:-
- (a) to leave out words;
 - (b) to leave out words and insert or add others;
 - (c) to insert or add words;

but the effect of the proposal must not be to negate the Motion before the Committee or Sub-Committee. The proposal is to be treated as negating the Motion if following its adoption the

Motion would be of no effect or have a sense opposed to the original wording. For this purpose a Motion is to be read as a whole, and an amendment which negates one sentence or paragraph is not automatically to be treated as negating the whole. A Member wishing to propose a contrary Motion may not do so unless and until the original Motion is lost.

- 34.4 Once an amendment has been moved, no further amendments may be moved until the first amendment has been disposed of. This rule does not prevent a Member giving advance notice to the person presiding prior to the vote being taken on the amendment under discussion that he intends to move a further amendment.
- 34.5 If an amendment is lost, other amendments may be moved on the original Motion. If an amendment is carried, the Motion as amended shall become the substantive Motion upon which any further amendment may be moved.

Alteration/Withdrawal of Motion

- 34.6 A Member who has moved a Motion may alter it or withdraw it with the consent of his seconder.

Rights of Reply

- 34.7 The same rights of reply shall be available in debate in Committees and Sub-Committees as exist in debate at meetings of the Council (Standing Order 17.11-17.14).

Motions Which May Be Moved During Debate

- 34.8 When a Motion is under debate no other Motion shall be moved except the following -
- (a) to amend the Motion;
 - (b) to refer a recommendation of a Sub-Committee back to that Sub-Committee for reconsideration;
 - (c) to defer consideration of the matter until the next ordinary meeting of the Committee;
 - (d) to adjourn the meeting;
 - (e) to proceed to the next business;
 - (f) that a Member named under Standing Order 38.1 be not further heard;
 - (g) a Motion under Section 100A(4) of the 1972 Act to exclude the public.

Action upon special Motions moved during debate

34.9 A Motion specified in para 34.8 (b) - (g) above (a "special Motion") may be moved without comment by any Member (other than the proposer or seconder of the Motion and amendment (if any) under debate), at the conclusion of a Member's speech or immediately after the vote on an amendment has been concluded. If the special Motion is seconded the person presiding shall proceed as follows:

- (a) on a Motion to refer a Sub-Committee's recommendation back to that Sub-Committee for reconsideration: The person presiding shall give the Chairman of that sub-committee (or if absent the Member who moved the recommendation for adoption) the right of reply, after which he shall put the special Motion to the vote without comment;
- (b) on a Motion to defer consideration of the matter: The person presiding may refuse to accept the special Motion if he considers that the matter before the meeting can be sufficiently discussed at the meeting. If he so refuses, no further Motion to defer consideration shall be moved except by the person presiding. If the person presiding accepts the special Motion he shall put it to the vote without comment after giving the mover of the original Motion alone a right of reply. If the special Motion is passed the matter shall stand deferred to the next ordinary meeting of the Committee unless a different arrangement is specified in the special Motion.
- (c) on a Motion to adjourn the meeting: The person presiding may refuse to accept the special Motion if less than three hours have elapsed since the start of the meeting. If he so refuses no further Motion to adjourn the meeting shall be moved until three hours have so elapsed. If the special Motion is moved and seconded after such a period, or if the person presiding accepts an earlier Motion for adjournment, he shall immediately put it to the vote without giving the mover of the Motion or amendment under debate the right of reply. If the special Motion is passed Standing Order 30.4 shall apply.
- (d) on a Motion to proceed to next business: The person presiding may refuse to accept the special Motion if he thinks that the Committee needs to reach a decision on the matter at that meeting. No such Motion shall be moved in relation to a debate on the receipt and adoption of a Sub-Committee report. If the person presiding accepts the special Motion he shall give the mover of the original Motion a right of reply and then put the special Motion to the vote without comment. If the special Motion is carried the Committee shall proceed to the next business on the agenda without a vote or further debate on the original Motion or any amendments. If it is lost the debate on the original Motion shall continue and no further Motion to proceed to next business shall be moved in respect of that matter.

- (e) on a Motion that a Member named under standing order 38.1 be not further heard:
The person presiding shall put the special Motion to the vote without comment. If it is passed the named Member shall not be permitted to speak again during the meeting on any Motion or amendment relating to the same matter.
- (f) Motions to exclude the public: Unless the Motion appears on the agenda, the person presiding shall ascertain the grounds for the Motion and ascertain from the appropriate officers present whether the public can lawfully be excluded. If so, he shall allow the mover of the original Motion a right of reply on the proposal to exclude the public and shall then put the special Motion to the vote. If it is passed the person presiding may at his discretion either immediately require the public to leave the room in which the debate is being held or adjourn the debate until some convenient time later in the meeting when the public shall have been excluded.

Chairman's discretion to put question

- 34.10 The person presiding may curtail the debate at any time if he considers that the Committee has sufficiently discussed the matter. He shall thereupon give the movers of the Motion and amendment (if any) their rights of reply and put that Motion or amendment to the vote.

Points of Order/Personal Explanation

- 34.11 If a Member stands to raise a point of order or give a personal explanation he is entitled to be heard at once.
- (a) A point of order relates only to an alleged breach of a Standing Order or statutory provision. The Member must specify which Standing Order or statutory provision is involved, and how he thinks it has been broken. Notwithstanding the 2011 Act, or Standing Order 40, an alleged failure to declare a pecuniary or non-pecuniary interest shall not be treated as a point of order under this provision.
 - (b) A personal explanation must be restricted to a relevant part of a speech made by him earlier which appears to have been misunderstood.

The ruling of the person presiding on a point of order or on the admissibility of a personal explanation is final and no Member shall pass further comment.

Respect for Chairman

- 34.12 If the person presiding stands during the debate, the whole Committee must be silent. The person presiding may interrupt the debate to restore order by using the command "order", or by striking the gavel, or by using the electronic interruption. The Committee must then be silent until the person presiding calls upon a Member to speak.
- 34.13 All Members must address the person presiding when speaking during a Committee meeting.

Ending of Meeting by Resolution

- 34.14 If at least 3 hours have elapsed since a Committee meeting began, any Member of the Committee may move without comment that the meeting shall end at a specified time, subject to officers informing the Committee of any implications for outstanding business before any vote is taken on ending of a meeting.
- i) The Chairman may refuse to accept the Motion if a Motion proposing a finish time has been rejected earlier in the same meeting. If the Motion is accepted, it shall be seconded and put without comment.
 - ii) If the Motion is passed, when the time specified in it arrives:
 - (a) no further points of order shall be raised except by the Chairman;
 - (b) the Chairman shall interrupt the discussion of the question then before the meeting;
 - (c) the Chairman must allow the mover of the Motion then under discussion to reply to the debate for not more than five minutes, unless he seeks leave to withdraw his Motion;
 - (d) unless the Motion has been withdrawn, the Chairman shall put, without further discussion, all the questions necessary to dispose of that Motion;
 - (e) all outstanding Committee business must be deferred to the next suitable Committee meeting;
 - (f) the Chairman shall then close the meeting.

General

- 34.15 The person presiding may if he wishes in exercising his control of the debate have regard to the rules of debate for Council meetings in Standing Order 17, but subject to the above is not obliged to follow them.

35. PAPERS AND ADVICE

- 35.1 A copy of every paper which is circulated to Members for consideration at a meeting of a Committee or Sub-Committee shall be sent to the Chief Officers of the Council who are concerned in the work of that Committee or Sub-Committee.
- 35.2 Any question as to which Chief Officers are concerned with the work of any Committee or Sub-Committee shall be determined by the Chief Executive.
- 35.3 Before they conclude their consideration of any question, every Committee and Sub-Committee shall, at his request, afford a Chief Officer who is entitled to receive papers under this Standing Order (or another officer nominated by him) an opportunity to advise on that question, either in writing or orally.
- 35.4 The Chairman of a Overview and Scrutiny Select Committee may require if he sees fit that the same officer does not advise both a policy Committee and a Overview and Scrutiny Select Committee on the merits of the same decision. This shall not prevent a Overview and Scrutiny Select Committee from requesting or requiring any officer it chooses to attend its meeting to provide information or explanation, in addition to any officer appointed to advise it for that meeting.

36. SUB-COMMITTEES (INCLUDING SUBSTITUTION OF MEMBERS)

- 36.1 A Committee may not appoint a Sub-Committee unless the Council has expressly agreed to the creation of the Sub-Committee, or it is mentioned in the Constitution.
- 36.2 Subject to 36.1 every Committee appointed by the Council may appoint Sub-Committees for purposes to be specified by the Committee.
- 36.3 Every Sub-Committee set up by a Committee shall continue to discharge the functions committed to it until the Committee resolves otherwise.
- 36.4 Subject to section 102(5) of the 1972 Act (Councillor leaving office to cease to be a Member of a Committee) and Standing Order 36.7, every person appointed as a voting Member of

such a Committee or Sub-Committee and every person appointed to exercise other functions in relation to a Sub-Committee shall continue as such until the appointment is terminated by the Authority.

36.5 Whenever

- a) a Committee is required to review the allocation of seats on a Sub-Committee between political groups, or
- b) a Committee resolves to carry out such a review

the Corporate Head of Law and Governance shall submit a report to the Committee showing what allocation of seats would in his opinion best meet the requirements of section 15(4) of the 1989 Act.

36.6 In the light of such a report, the Committee shall determine the allocation of seats to political groups.

36.7 Whenever -

- i. an appointment of a voting Member of a Sub-Committee falls to be made in accordance with the wishes of a political group to whom the seat has been allocated, and
- ii. whenever such an appointment falls to be terminated in accordance with such wishes, then:

the relevant Committee or the Chief Executive, the Corporate Head of Law and Governance, or the Democratic Services Manager, shall make or terminate the appointment in accordance with the wishes of that political group (and this paragraph shall be treated as an arrangement for the any of those officers to perform that function under Section 101 of the 1972 Act).

The wishes of a political group are to be taken as those expressed to the Chief Executive or the Corporate Head of Law and Governance or Democratic Services Manager:-

- (a) orally or in writing by the leader of the group or by the representative named in a notice given under regulation 8 (4) of the Local Government (Committees and Political Groups) Regulations 1990; or
- (b) in a written statement signed by a majority of the Members of the group.

In the event that different wishes of a political group are notified in accordance with paragraphs (a) and (b) above, the wishes notified in accordance with paragraph (b) shall prevail.

A political group shall express its wishes as to any changes of appointments before the start of the earliest meeting at which they are to take effect. If neither the Chief Executive nor the Corporate Head of Law and Governance or Democratic Services Manager is available to receive such expression of wishes, the proper officer for the purposes of the Local Government (Committees and Political Groups) Regulations 1990 shall be the most senior member present of the staff of the Corporate Head of Law and Governance, who shall also be authorised to effect the change of appointment in question.

- 36.8 Every Member of a Committee shall be eligible for appointment to a Sub-Committee of that Committee under Standing Order 36.7.

37. MOTIONS AFFECTING STAFF

- 37.1 If a meeting is to consider the appointment, promotion, dismissal, salary, superannuation or conditions of service of any person employed by the Council, or his conduct, it must not discuss the matter until it has decided whether to exercise the power to exclude the public under Section 100 A (4) of the 1972 Act.

38. GOOD ORDER IN MEETINGS

Disorderly conduct by Members

- 38.1 if any Member:

- (a) Persistently disregards the ruling of the person presiding; or
- (b) Behaves improperly or offensively; or
- (c) Deliberately disregards established procedure; or
- (d) Deliberately obstructs the business of the meeting;

then the person presiding may name the Member and require him both to apologise and to correct his behaviour immediately, or to do either.

38.2 If a Member named by the person presiding under the paragraph above continues his misconduct, the person presiding may do any or all of the following at his discretion at any time during the meeting:

- (a) he may forbid the Member from speaking for some or all of the rest of the meeting;
- (b) he may order the Member to leave the meeting for all or part of the remaining business
- (c) he may order the Member to be removed from the meeting.
- (d) he may adjourn the meeting for 15 minutes or any other period he wishes.

38.3 A Member may not impute improper motives, or use any offensive expression, to any other Member. The person presiding shall be the sole judge at the meeting of when this rule has been broken. If a Member ignores or rejects his ruling he shall be dealt with under the two preceding paragraphs.

Disturbance by members of the public

38.4 If a Member of the public interrupts the proceedings the person presiding must warn him. If he continues to interrupt, the person presiding may order him to leave the meeting room. If he does not leave, the person presiding may order him to be removed from the room or the building.

38.5 If a Member of the public persistently creates a disturbance, the person presiding may adjourn the meeting for 15 minutes or any other period he wishes.

38.6 If there is a general disturbance in any part of the Chamber or meeting room open to the public, the person presiding must order that part cleared and may adjourn the meeting for 15 minutes or any other period he wishes.

38.7 The person presiding may also exercise any other lawful powers available to him to control the meeting.

Smoking

38.8 In accordance with legal requirements, smoking is prohibited on Council premises.

General

38.9 The decision of the person presiding as to acceptable conduct whether by Members or the public shall be final.

38.10 **Filming, Audio-Recording, Photography, Tweeting and Blogging of Meetings**

Members of the public are permitted to film, audio-record, take photographs or make use of social media (tweet/blog) at Committee meetings provided that this does not disturb the business of the meeting. If a member of public wishes to film or audio-record a particular meeting, the relevant Council Officer should be informed prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

Filming should be limited to the formal meeting area and not extend to those in the public seating area.

The Chairman will make the final decision in all matters of dispute in regard to the use of social media, audio recording, photography, and filming in a Committee meeting.

If the Chairman considers the filming/recording/photography is disrupting the meeting in any way or any pre-meeting agreement has been breached, the operator of the equipment will be required to stop.

If someone refuses to stop recording when requested to do so, the Chairman will ask the person to leave the meeting. If the person recording refuses to leave then the Chairman may adjourn the meeting or make other appropriate arrangements for the meeting to continue without disruption. These will be in line with disorderly conduct procedures set out in the Constitution.

Anyone asked to leave a meeting because they have refused to comply with the Chairman's requests may be refused permission to film/record/photograph at future Committee meetings.

The Chairman of the meeting has a right to withdraw consent to film/record/photograph at any time during the meeting.

Banners, placards, etc

38.11 The person presiding may require to be left outside the meeting room any banner, placard, or other object being carried by any person.

39. RULES OF PROCEDURE AT MEETINGS

Voting

- 39.1 Unless one of the paragraphs below applies to the contrary, voting shall be by show of hands.
- 39.2 At a meeting of a Committee or Sub-Committee, any Member of the Committee or Sub-Committee may request that the vote be recorded to show who voted for and against the proposal and who abstained. For a recorded vote, the Chief Executive or the Corporate Head of Law and Governance, or representative, shall call the name of each Member present and that Member shall speak to indicate whether he votes for or against the Motion, or abstains, without further comment. The Chairman and Vice-Chairman will be called first.
- 39.3 Except where a recorded vote has been taken, any Member of the Committee present at the vote and entitled to vote may immediately afterwards require that his vote or abstention shall be recorded separately in the minutes.
- 39.4 The person presiding must ascertain the numbers voting for or against any Motion or amendment, or for any candidate. He or an officer present shall inform the meeting of the numbers. Once he has satisfied himself as to the totals his declaration of the result cannot be questioned.
- 39.5 In the Overview and Scrutiny Select Committee, if the Members of a political group have agreed beforehand how they will vote, that fact shall be declared at the meeting and recorded in the Minutes.

Voting on nominations and appointments to outside bodies

- 39.6 Unless Standing Order 5 or 6 applies, any Member seeking nomination to outside/internal bodies (excluding formal Committees) must complete and submit a nomination form by the date notified. Consideration of nominations will normally be considered by Corporate Management Committee in May. Voting on appointments will be by hand and no debate or new nominations are allowed at this stage. Nomination forms would not be required for a small number of charitable trusts as the Trusts themselves proactively seek appointees which are then recommended to the Council by the Trusts for appointment. The Trusts themselves undertake the necessary suitability checks required by the Charity Commission before recommending a suitable appointment to Council. Council is asked to note the recommendation from the Trust as to candidate for office and appoint in accordance with the recommendation of that body.

If more names have been nominated than the number of vacancies, the following procedure shall be followed:-

- (a) each Member shall be entitled to vote for as many different individuals as there are vacancies, but need not use all or any of his votes;
- (b) for a single vacancy, the person presiding shall put the names of the candidates to the meeting in alphabetical order and the Members voting for each candidate shall indicate their votes by raising their hands;
- (c) if there are two or more vacancies on the body in question, an appropriate officer shall call the name of each Member present who shall thereupon state for which candidate or candidates (if any) he is voting. The officer shall keep a tally of votes cast for each person nominated and shall inform the person presiding;
- (d) The vacancy or vacancies shall be filled by the nominee or nominees with the greatest number of votes, provided that each received votes from more than half of the Members present and voting (or half together with the Chairman's second or casting vote). The Chairman or an appropriate officer shall announce the voting figures, and shall identify the successful candidates, to the meeting.
- (e) If all the vacancies cannot be filled by candidates satisfying (d) above the candidate with the smallest number of votes shall be struck from the list (subject to this paragraph) and the voting process shall be repeated until this requirement is satisfied for all vacancies. Any candidate whose election has satisfied (d) above is elected. If at least one candidate has been elected, no other candidates will be struck from the list for the next vote.
- (f) Any Member may request that the vote on a nomination or appointment be recorded. In such event the vote shall be taken by the method set out in paragraph (c) above regardless of the number of vacancies.

If, after the annual meeting of the Council, there remain vacancies on outside bodies, group leaders will be permitted to submit nominations to Democratic Services up to one clear working day before the meeting of the next available ordinary Corporate Management Committee.

A member appointed to an outside body shall be required to submit a report at the conclusion of their tenure (and before the closing date for nominations for the next year) supplying the following:

- Details of the number of meetings they have attended

- An overview of the topics discussed, or copies of supporting papers supplied to them by the outside body (subject to respecting any confidentiality arrangements with the outside body).
- The outside body's terms of reference.

Commented [GL2]: To adjust numbering when wording finalised.

Nomination of Mayor

39.7 Notwithstanding that when the relevant Committee considers candidates for nomination under Standing Order 7, it is not voting on the appointment or election, the procedures set out in paragraph 39.6 shall nevertheless be followed.

Second or casting votes

39.8 If the votes are tied on any issue, the person presiding (if entitled to vote at the meeting) may use a second or casting vote as follows:

- i. if he voted at the same time as the other Members (i.e. used his first vote), he shall use his second vote.
- ii. if he did not vote at the same time as the other Members he shall use his casting vote.
- iii. he shall not be permitted to delay his first vote in order to ascertain the voting figures and then use it to produce an equality of votes in order to use his second vote
- iv. he may decline, without explanation, to use either his second vote or his casting vote

If the votes remain tied at the end of the voting process the effect is that no decision has been taken on the matter in question, and the Motion being voted upon is lost.

Record of Attendance

39.9 Every Member attending a meeting of any Committee or Sub-Committee must sign his name in the attendance book or sheet provided for the purpose. Every Member attending some other meeting, conference, inspection, or approved duty must sign his name in such register as may be made available for the purpose.

Rescission of earlier Decisions

39.10 If, a decision was taken more than six months previously, or if the circumstances set out in Standing Order 39.11 or 39.12 exist:

- a) the Council may rescind a decision of a Committee, a Sub-Committee, or an officer;
- b) a Committee may rescind a decision of a Sub-Committee or officer;
- c) an officer may rescind his own decision or that of a predecessor or subordinate.

This power is subject to Standing Order 39.13.

39.11 The circumstances in the case of rescission decided by the Council or a Committee are:

EITHER

- a)
 - i. the decision to rescind has been recommended by a Committee or Sub-Committee which has considered a written report from the appropriate officers as to the legal, financial, and practical effects such rescission would have (which advice shall be appended to any report on the matter to Council); and
 - ii. the Council, or Committee taking the decision to rescind is satisfied, having regard to the time at which the original decision was taken, present Council policy, the Council's legal obligations, and all other relevant matters, that it is appropriate to rescind.

OR

- b) if the circumstances set out in a) above do not apply, the decision to rescind is taken by the Council and the following conditions are satisfied:
 - i. the Council takes the decision after considering the report from a Committee to whom a matter was referred back under Standing Order 25.11 (d); and
 - ii. there is appended to the Committee's report a copy of the officers' advice mentioned in paragraph (a) (i) above; and
 - iii. at least two thirds of the whole number of Members are present; and
 - iv. the Council is satisfied as mentioned in (a) (ii) above.

39.12 In the case of rescission decided by an officer, the circumstances are:

- a) that the officer has received written advice from the appropriate officers as to the legal, financial, and practical effects such rescission would have;
- b) that the Council's Monitoring Officer has been informed of the proposal and has raised no objection;
- c) that the Officer is satisfied as mentioned in 39.11 (a) (ii) above.

39.13 A decision or part of a decision which has already been implemented cannot be rescinded. The advice of the Council's Monitoring Officer as to whether a decision or part of a decision has been implemented is final.

39.14 Although the Council or a Committee may be awaiting a further report before reaching a decision on whether to rescind a decision it may if it sees fit instruct that pending such decision no further action should be taken to implement the decision being reconsidered. Before resolving to issue such an instruction it must take into account advice from the appropriate officers as to the legal, financial, and practical effects such an instruction would have.

Meaning of Rescission

39.15 For the purposes of these Standing Orders the rescission of a decision means cancelling it so that henceforth the effect is as if it had not been made.

39.16 Varying or amending the effect of a decision does not fall to be treated as rescission unless the variation or amendment would have been treated as negating the Motion if it had been proposed as an amendment before the original resolution was passed. However the Council may not vary or amend a Committee's decision except after a report requested from that Committee under Standing Order 25.11 (d) above.

Other restrictions on departure from previous decisions

39.17 Any Motion or amendment to the same effect as a Motion or amendment which has been rejected by the Council, a Committee, or a Sub-Committee within the previous six months is subject to the same restrictions as if it were a proposal to rescind a decision. The same applies to a Motion under Standing Order 25.11 which has failed.

Implementation of Committee Decisions

39.18 A decision of a policy Committee or Sub-Committee which is vulnerable to call-in under Standing Order 27.8 and/or the Overview and Scrutiny Procedure Rules in Part 4 of this Constitution shall not be implemented until the fifth working day after it has been made.

Public Speaking and Process at the Planning Committee

39.19 Provided that at least three written objections to an application for planning permission have been received, a person who has lodged such an objection may speak against the grant of planning permission at the meeting of the Planning Committee at which the application is to be discussed by complying with these paragraphs 39.19 to 39.27.

39.20 A person who wishes to speak against an application for planning permission which appears on the agenda for a meeting of the Planning Committee must make a written request to the Corporate Head of Development Management and Building Control after the agenda is published but by 12 noon two working days before the Committee meeting (i.e. for a meeting on Wednesday, by 12 noon on the preceding Monday). The written request must state:-

- i) the planning application number or address, and;
- ii) his or her name and address.

No-one may speak against more than one planning application per meeting.

39.21 The Corporate Head of Development Management and Building Control will notify the applicant for planning permission (through the agent or contact address given on his or her application) of any requests from the public to speak against his or her application. If such a speech is in fact made, the applicant will have the right to speak either in person or through a person appointed to speak on his or her behalf.

39.22 Only one member of the public may speak against a single application. The member of the public who first lodged his or her request to speak under 39.20, and who has notified his or her presence in any register provided or by such other means as the Chairman may approve, shall have this right. The right may be waived in favour of the next person entitled. Alternatively several members of the public may appoint one person to speak on behalf of them provided there is nobody with a prior right to speak who wishes to exercise it.

39.23 With the Chairman's permission, the right to speak shall also extend to an application linked with the specified application, such as an application for listed building consent. Otherwise a person may speak against only one application at any meeting of the Planning Committee unless the Chairman considers that exceptional circumstances exist. The right to speak does

not apply to and cannot be extended to applications for certificates of lawfulness under Section 191 or 192 of the Town and Country Planning Act 1990.

No new documents shall be circulated to the Committee on the day of the meeting or at the meeting except the Committee addendum and any other documentation provided by officers. The Committee addendum will contain information pertinent to the application provided to the case officer after the Committee report publication date and up to noon of the two working day before the date of the Committee meeting. It shall be at the discretion of the CHDMBC if any further updates are to be accepted after this point.

39.24 The speaker shall have a maximum of five minutes to address the Committee and must confine his or her remarks to the application specified in the request. The address shall be in the form of a statement, and should not attempt to question the applicant or other persons.

39.25 The applicant for planning permission (or a person on their behalf) may register an intention to speak if an objector has requested the right to speak on that application. The applicant must register this intention by notifying an Officer of the Council in the room in which the meeting will be held no later than fifteen minutes before the start of the meeting.

If the applicant does so, he or she will have a maximum of five minutes to address the Committee prior to the debate, following remarks made by any person who has spoken against the granting of planning permission about their application.

Under normal circumstances the applicant shall not normally be permitted to speak unless an objector has spoken, however in rare circumstances with the Chairman's permission, the right to speak may be extended to an applicant where the chairman considers that this is in the interests of fairness or if the chairman considers it will add significantly to the understanding of the proposal.

39.26 After hearing representations and any remarks on behalf of the applicant, the Committee may proceed to debate and determine the application.

39.27 The minutes of the meeting shall record whether representations were made, and by whom and on whose behalf, but need not report their content.

39.28 At the chairman's discretion written statements may be read out on behalf of the objector or applicant (for example if the speaker is unexpectedly unwell). This is not an additional speaking right and is only engaged where the individual would normally have the right to speak and had been successful registering to speak, the reading out of the speech is in lieu of normal speaking

rights. The statement shall be read out by the legal officer, democratic services officer or another appropriate office of the council. The 5 minute rule shall apply.

39.29 Written speeches by non-committee members shall not be read out by committee members.

Where a non-committee member is unable to attend the meeting and wishes for their views to be heard at the meeting they should prepare a written speech and provide it to democratic services by email by 4pm on the day of the meeting. This speech shall be no more than 600 words long. It shall be read out by the Council's legal officer or another appropriate officer. The chairman shall have discretion to decide at which point such representations are read out.

40. INTERESTS OF MEMBERS

40.1 Where any Member has a disclosable pecuniary interest and/or a non-pecuniary interest in a matter under consideration he shall comply with the Code of Conduct for Members set out in Part 5 of this Constitution.

40.2 If a Member is uncertain as to whether the Code affects him in particular circumstances, he may ask for the opinion of the person presiding who must consult such senior officers as may be available and appropriate to advise on the matter. If the person presiding then expresses the opinion that the Member should withdraw the Member must abide by that opinion for the meeting.

40.3 If a Member is concerned that another Member might have omitted to declare an interest under the Code of Conduct for Members, he may rise and upon referring to this Standing Order shall be entitled to be heard at once. He may then without offering detail or explanation request that a named Councillor be invited to consider whether he should have declared an interest in the matter under debate. The person presiding shall thereupon invite the named Councillor to consider his position and respond. The named Councillor shall, without further detail or explanation:

- i indicate that he or she has no such interest; or
- ii declare such an interest, and take any other action required by this Standing Order 40; or
- iii seek the opinion of the person presiding under Standing Order 40.2, and abide by that opinion. The person presiding may if he sees fit adjourn the meeting for so long as is necessary to seek advice and offer such opinion in private.

GENERAL PROCEDURES AND ARRANGEMENTS

GENERAL PROCEDURES AND ARRANGEMENTS

41. OFFICERS' INTERESTS

41.1 If an Officer knows that he has a "disclosable interest" in any contract or other matter, other than:

- a) his contract of employment with the authority or
- b) the tenancy of any dwelling provided by the authority

he must give written notice of the fact to the Chief Executive as soon as possible. This duty is in addition to any duty under Section 117 of the 1972 Act or other provisions.

41.2 For the purposes of this Standing Order, a "disclosable interest" is an interest which would be a disclosable pecuniary or non-pecuniary interest under the Members' Code of Conduct if the officer were a Member of the Council.

41.3 The Chief Executive must enter in a register any notice given by an officer under Section 117 of the 1972 Act or paragraph 41.1. This register must be available for inspection by any Member of the Council during office hours.

41.4 Wherever possible, an officer must avoid personal involvement in a matter in which he has declared an interest either by statute or under this Standing Order. If this is not practicable, he must mention in any report on the matter that he has made such a declaration and give brief details of it, in a separate paragraph at the commencement of the report. If he is advising a meeting orally he must mention his declaration orally.

41.5 Officers must also comply with the Code of Conduct for officers adopted by the Authority, which contains further guidance on matters of probity.

42. URGENT ACTION

42.1 If a matter which would ordinarily need a decision or authority from the Council, a Committee (including the Licensing Committee), or a Sub-Committee arises when it cannot reasonably be delayed until the next meeting of the Council or the appropriate Committee or Sub-Committee, then any necessary decision can be taken by a Chief Officer whose departmental functions include the subject matter or by the Chief Executive. The Chief Officer must not act until he has consulted any other relevant Chief Officers and obtained the agreement of the Chief Executive and Chairman and Vice Chairman of the Committee whose functions include

the function in question. In the absence of either the relevant Chairman or Vice Chairman the Chief Officer must obtain the agreement of the Leader of the Council, or in his absence the Deputy Leader to ensure two Members are consulted-in regard to the proposed action .In the unlikely event that both Chairman and Vice Chairman are absent, the Leader and Deputy Leader can act.

If the Chairman and Vice Chairman are Leader and Deputy Leader of the Council and are absent, then the Chairman and Vice Chairman of the Standards and Audit Committee will be consulted on the proposed action.

- 42.2 Action taken under this Standing Order shall be recorded in writing, signed by the Officer responsible, and countersigned by the Member and Officers consulted.

Officers shall have regard to the Guidance issued by the Corporate Head of Law and Governance set out at the end of this Section of Standing Orders.

- 42.3 The relevant Chief Officer must notify the Corporate Head of Law and Governance of any action to be taken under paragraph 42.1 above (if practical the Corporate Head of Law and Governance will arrange the despatch of the consultation form to the Member concerned), and the Corporate Head of Law and Governance must maintain a register of such action. A report on the action taken must be submitted to the next practicable meeting of the appropriate Committee but requires no further approval or ratification.

- 42.4 This procedure may only be used for property acquisitions where the proposed acquisition is in accordance with the Property Investment Strategy adopted by the Council from time to time and the value of the acquisition is no greater than £1m excluding associated costs (e.g. stamp duty, agents fees).

(Note: This Standing Order has been approved by the Licensing Committee for the purposes of licensing functions under the Licensing Act 2003 and so ranks as a delegation of functions agreed by the Committee in accordance with that Act, in addition to its application to other functions of the Council)

43. EXERCISE OF DELEGATED FUNCTIONS AND RECORDING OF DECISIONS MADE BY OFFICERS UNDER DELEGATED POWERS

- 43.1 If the Council has authorised a Chief Officer to discharge any function under Section 101 of the 1972 Act, and that Chief Officer is absent, then unless the contrary has been expressed by the Authority, the authorisation shall include any second tier Officer reporting to that Chief Officer, any other Officer designated for the purpose by the Council and any Officer expressly

authorised for the purpose by the Chief Officer. The same applies to any function or action to be carried out by a particular Chief Officer under any Standing Order of the Council whether under Section 101 of the 1972 Act or otherwise, unless the Standing Order in question provides to the contrary.

43.2 An Officer must produce a written record of any decision they make which falls within Standing Order 43.3 below.

43.3 A decision falls within this Standing Order if it would otherwise have been taken by Council, a Committee, Sub-Committee or a joint committee in which the Council participates, but it has been delegated to an Officer of the Council either –

- a) under a specific express authorisation; or
- b) under a general authorisation to Officers to take such decisions and, the effect of the decision is to –
 - i) grant a permission or licence;
 - ii) affect the rights of an individual; or
 - iii) award a contract or incur expenditure, which, in either case, materially affects the Council's financial position.

43.4 The written record must be produced as soon as reasonably practicable after the decision-making Officer has made the decision and must contain the following information –

- a) the date the decision was taken;
- b) a record of the decision taken along with reasons for the decision;
- c) details of alternative options, if any, considered and rejected; and
- d) where the decision falls under Standing Order 43.3 (a) the names of any Member of the Council who has declared a conflict of interest in relation to the decision.

43.5 The duty imposed by Standing Order 43.2 is satisfied where, in respect of a decision, a written record containing the information referred to in Standing Order 43.4 sub-paragraphs (a) and (b) is already required to be produced in accordance with any other statutory requirement.

- 43.6 Any Officer exercising the function to which Standing Orders 43.3 to 43.4 apply shall comply with the requirements of the Openness of Local Government Bodies Regulations 2014 in relation to the retention of documents associated with any such decision to facilitate their inspection.

44. ACCESS OF MEMBERS TO DOCUMENTS INFORMATION AND LAND

- 44.1 Any Member of the Council may inspect any document or other recorded information possessed or controlled by the Council relating to business to be transacted at a meeting of the Council, or of a Committee or Sub-Committee which he is entitled to attend.
- 44.2 Any Member of the Council may inspect any document which relates to the discharge of a function of the authority by an officer under Section 101 of the 1972 Act.
- 44.3 If a member of the Council or of a Committee or Sub-Committee wants to enter land or buildings occupied by the Council, and neither the public nor Members normally have access, he must apply to the Chief Executive. The Chief Executive must give permission unless he thinks there is a good reason why access should not be available. He may attach conditions to the permission, which may include a condition that the Member must be accompanied by a specified officer of the authority.

45. THE COMMON SEAL

- 45.1 The Corporate Head of Law and Governance must keep the common seal of the Council in a safe place.
- 45.2 If a document needs sealing, the Corporate Head of Law and Governance must arrange this. The common seal is to be affixed to a document only on the authority of:
- a) a resolution of the Council; or
 - b) a resolution of a Committee or Sub-Committee exercising delegated powers; or
 - c) a decision by the Council, or by a duly authorised Committee, Sub-Committee or officer, to do anything where a document under the common seal is necessary to complete the action.
- 45.3 The affixing of the common seal is to be authenticated by the signature of the Chief Executive or of the Corporate Head of Law and Governance. In the absence of both Standing Order

45.4 will apply. Each document sealed must be numbered consecutively and noted together with the nature of the authorisation in a register kept by the Corporate Head of Law and Governance. Each entry in the register shall be signed by the person who has authenticated the seal.

45.4 If both the Chief Executive and the Corporate Head of Law and Governance are absent the affixing of the common seal may be authenticated by the signature of

- a) any Solicitor employed within the department of the Corporate Head of Law and Governance; or in the absence of any Solicitor
- b) any Chief Officer.

45.5 Notwithstanding the above, the Chief Executive or the Corporate Head of Law and Governance may invite the Mayor to authenticate the affixing of the common seal to any document, together with the authorised officer or officers.

46. SIGNING OF CONTRACTS ETC

46.1 No document purporting to bind the Council to legal duties or obligations may be signed on behalf of the Council unless authorised or required by a decision of the Authority.

46.2 Such a document must be executed by a person or persons able to authenticate the common seal of the Authority, unless the Authority has authorised some other person to do so for the purpose in question.

46.3 All Corporate Heads can sign contracts with a value up to £20,833 but a contract should be only signed by the relevant Corporate Head unless otherwise unavailable. Each document of the kind mentioned in standing order 46.1 and which deals with obligations by the Council exceeding a value of £20,833 must be consecutively numbered and recorded in a register kept by the Corporate Head of Law and Governance. The register (which must be separate from the seal register kept under standing order 45.3) must note the date of signing and the nature of the authorisation, and be signed by the person or persons signing the document for the Council. The Corporate Head of Law and Governance may also include in the register such other documents requiring formal signature as he sees fit.

47. PROPER OFFICERS AND CERTIFICATION OF DOCUMENTS

47.1 The proper officer for the purposes of Section 234 of the 1972 Act (authentication of documents) and for the purposes of the Local Government (Committees and Political Groups)

Regulations 1990 (notification of Group membership, allocations of seats, etc.) is the Chief Executive or the Corporate Head of Law and Governance, as well as any other officer who may be authorised by resolution of the Council.

47.2 The proper officer for the purpose of any other provision shall be the officer designated for that purpose by the Authority or, if none is expressly designated, the Chief Executive. If it is lawful for there to be more than one proper officer, the Chief Officer of the department administering the function shall also be the proper officer.

47.3 The proper officer for the purposes of Section 229 of the 1972 Act (photographic copies of documents) is the Chief Executive or the Corporate Head of Law and Governance, as well as any other Officer who may be authorised by resolution of the Council.

GUIDANCE ON USE OF STANDING ORDER 42

Standing Order 42 provides an urgent procedure to authorise actions which cannot wait for Council or Committee approval. It does this by authorising the relevant Corporate Heads/Directors to act without taking a report to Committee, provided the relevant Chairman and Vice Chairman agrees the action.

N.B. Although the Chairman and Vice Chairman have to agree, it is the Corporate Head/Director who is authorising the action and needs to be prepared to answer for it.

(SO 42 is not a way of exercising an authority which has already been formally delegated to an Officer but which may happen to need member agreement. There is no detailed procedure for this, but the file should clearly demonstrate that the relevant agreement has been obtained, preferably by something in writing from the Member such as a countersigned letter. See also the pages on "Informing and Consulting Members" in Part 3 of the Constitution.)

When would it be wrong to use SO 42?

SO 42 must not be used if it is practicable to wait until the next Committee meeting. It should not be used for highly politically sensitive decisions where, whatever the legal niceties, Members may feel they should have the chance to debate the matter. It should be avoided for major expenditure if possible. It should not be used if there is corporate disagreement on the issue (see below).

The main alternatives to SO 42, if there is time, are using the reserve power of Corporate Management Committee, or arranging a special Committee meeting if the matter is important and urgent enough.

What procedure should be followed?

1. **Consult** other business centres whose views are relevant, just as you need to for a Committee report. Ensure any financial implications are known to and agreed by the Finance Business Centre. In the case of unbudgeted expenditure all Corporate Heads/Directors should be advised.

Their agreement to your proposed action is necessary because you will have to get them to countersign the form (see 2 below)

If there is any disagreement which cannot be resolved by discussion between Corporate Heads/Directors, it will be necessary to involve the Chief Executive or CLT.

2. **Use the standard written form** which ensures that all the relevant information is passed to the Chairman and Vice Chairman. This must be signed by the Corporate Head/Director, or if he or she is absent, a second tier officer reporting to that Corporate Head/Director. No-one else is currently authorised to act under SO 42.

The form must be countersigned by the other Corporate Heads/Directors who you have consulted (or their authorised representatives) and the Chief Executive to show that they agree with the action. You will need to incorporate any advice they offer in your wording to the Chairman and Vice Chairman. Please note the need to consult the Corporate Head of Human Resources if the matter concerns a staffing issue.

3. **Give the form to the Democratic Services Section** who will log it, send it out and ensure that it is properly tracked and subsequently reported to Committee. It is important that this is done, or the organisation runs the risk of losing track of actions which must be recorded with the same care as Committee authorities.

The Democratic Services Section will tell you when a reply is received. *You have no authority to act until the Chairman and Vice Chairman have agreed.*

What happens then?

The Democratic Services Section keep a register of SO 42 actions and ensures that they are reported in full to Committee as required by the Standing Order. This is important when you bear in mind that they would normally have needed a full report to Committee and a minuted decision.

N.B. The Democratic Services Section are instructed not to report an action to Committee if the correct procedure has not been followed. Instead, the defect must be corrected. If, for example, you have failed to consult the Assistant Chief Executive on the financial implications of the action, you will be required to do so and either get his signature on the form or, if important advice has been omitted,

redraft the form and ensure that the Chairman and Vice Chairman are still happy to agree. If it turns out that a Corporate Head or Director who should have been consulted feels obliged to advise against the action, you will have to find a corporately acceptable way forward.

What do I do if action is needed so urgently that I cannot wait for the form?

This should be very rare. It has been known to happen, for example, when a boiler in a sheltered housing block failed in mid-winter and needed immediate replacement.

Check, if you have not done so already, that neither your Corporate Head/Director nor anyone else has delegated authority which allows action without reference to Committee. Most operational matters are delegated. If in doubt seek a view from the Corporate Head of Law and Governance.

If there is no delegated power, consult other Officers who need to be involved as above. The Corporate Head/Director or an appropriate senior manager should then speak to the Chairman and Vice Chairman to ensure that agreement will be forthcoming. The form should then be completed.

Always consider the practicability of avoiding reliance on verbal agreement by agreeing with the Democratic Services Section that you or a colleague will visit the Chairman and Vice Chairman with the form and bring it back signed. Otherwise it should still be sent by the Democratic Services Section (it could be faxed, scanned and emailed or couriered round if need be), but if the Chairman and Vice Chairman verbally agrees (ideally after reading the form, to avoid ambiguity or confusion), this will suffice to act. Approval by email is the preferred method.

It is most important that a full note is kept of what has been agreed, how, and when. The Democratic Services Section contact must be kept informed. The Chairman and Vice Chairman should still sign and return the written form to complete the record, but the action can proceed in the meantime provided that there is no doubt that the Chairman and Vice Chairman have agreed.

What do I do if the Chairman and Vice Chairman have not returned the form?

If he or she fails to do so following reminders, confer with the Democratic Services Section. The only answer may be to complete a duplicate and place it in front of the Chairman and Vice Chairman for signature. Do not assume that the Chairman and Vice Chairman have agreed if you do not know that this is the case. Corporate Heads/Directors have no authority to act under SO 42 without agreement, and merely notifying the Chairman and Vice Chairman is not enough.

What do I do if the Chairman and Vice Chairman are away?

If either the Chairman or Vice Chairman are absent, clearly consult the one who is present and Leader or Deputy Leader of the Council to ensure two Members are consulted in regard to the proposed action.

In the unlikely event that both Chairman and Vice Chairman are absent, the Leader and Deputy Leader can act but in this event it is best to double check with one of the legal staff.

If the Chairman and Vice Chairman are Leader and Deputy Leader of the Council, then the Chairman and Vice Chairman of Standards and Audit Committee will be consulted on the proposed action.

Corporate Head of Law and Governance

July 2020

APPOINTMENT, DISMISSAL AND DISCIPLINE OF STAFF

APPOINTMENT DISMISSAL AND DISCIPLINE OF STAFF

APPOINTMENT DISMISSAL AND DISCIPLINE OF STAFF

48. APPOINTMENT OF CHIEF OFFICERS

No Committee or Sub-Committee or Officer shall be empowered to suspend these Standing Orders.

48.1 Where the Authority proposes to appoint a chief officer, and it is not proposed that the appointment be made exclusively from among its existing officers, it shall arrange for a Committee, Sub-Committee or Chief Officer of the Authority to:-

- (a) draw up a statement specifying:-
 - (i) the duties of the officer concerned, and
 - (ii) any qualifications or qualities to be sought in the person to be appointed;
- (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it, and
- (c) make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.

48.2 (i) Where a post has been advertised as provided in standing order 48.1(b), the Authority shall

- (a) interview all qualified applicants for the post, or
 - (b) select a shortlist of such qualified applicants and interview those included on the shortlist.
- (ii) Where no qualified person has applied, the Authority shall make further arrangements for advertisement in accordance with standing order 48.1(b).

48.3 Subject to 48.4 every appointment of a Chief Officer shall be made by the Council, or a Committee or Sub-Committee exercising delegated powers.

48.4 Where a Committee, Sub-Committee or Officer is discharging, on behalf of the Authority, the function of the appointment of an officer designated as the Chief Executive, the Council must approve that appointment before an offer of appointment is made to that person.

48.5 If the Authority proposes to appoint a Chief Officer exclusively from amongst its existing Officers, it shall arrange for a Committee, Sub-Committee or Chief Officer of the Authority to follow Standing Orders 48.1 (a) and 48.2 (i) (a).

49. DISCIPLINARY ACTION AGAINST HEAD OF PAID SERVICE, MONITORING OFFICER OR CHIEF FINANCE OFFICER, AND DISMISSAL OF HEAD OF PAID SERVICE, MONITORING OFFICER OR CHIEF FINANCE OFFICER

49.1 In the following paragraphs—

- (a) “*the 2011 Act*” means the Localism Act 2011(b);
- (b) “*chief finance officer*”, “*disciplinary action*”, “*head of the authority's paid service*” and “*monitoring officer*” have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001;

- (c) *"independent person"* means a person appointed under section 28(7) of the 2011 Act;
- (d) *"local government elector"* means a person registered as a local government elector in the register of electors in the authority's area in accordance with the Representation of the People Acts;
- (e) *"the Panel"* means a committee appointed by the authority under section 102(4) of the Local Government Act 1972 for the purposes of advising the authority on matters relating to the dismissal of relevant officers of the authority;
- (f) *"relevant meeting"* means a meeting of the authority to consider whether or not to approve a proposal to dismiss a relevant officer; and
- (g) *"relevant officer"* means the chief finance officer, head of the authority's paid service or monitoring officer, as the case may be.

49.2 A relevant officer may not be the subject of disciplinary action or dismissed by the authority unless the procedure set out in the following paragraphs is complied with.

49.3 In the event of an allegation of misconduct is made against the head of the authority's paid service, monitoring officer or the chief finance officer the authority shall convene a Panel whose role shall be as follows:

- (a) To screen potential disciplinary/dismissal issues to consider whether they require investigation and whether the relevant officer should be suspended.
- (b) In the event that the Panel concludes that suspension is appropriate it shall have the authority to suspend the officer concerned and any such suspension shall be on full pay and terminate no later than the expiry of two months beginning on the day on which the suspension takes effect unless extended by the Panel prior to the expiry of the two month period.
- (c) To organise the investigation of any allegation, including the appointment of an investigator.
- (d) To review the results of the investigation to consider what disciplinary action if any is appropriate, after hearing the views of the officer. At any such meeting the officer shall be entitled to be accompanied by a fellow worker, a trade union official or legal adviser to assist them in putting forward their views.
- (e) Where dismissal is a recommendation to refer the matter to Full Council with its views, advice and recommendations for Full Council to determine whether it approves the proposal to dismiss. At any such meeting of Full Council the officer shall be provided with the appropriate paperwork in advance of the meeting, be allowed to attend the meeting to make their representations and be accompanied by a fellow worker, a trade union official or legal adviser to assist them in putting forward their views.
- (f) In the event that the Full Council approves dismissal the panel shall be authorised to action the dismissal by issuing the notice of dismissal.
- (g) Where the Panel decides that action short of dismissal, or no disciplinary action at all is appropriate, to put that in place as appropriate without referral to the Full Council.
- (h) The Panel shall be provided with advice and assistance by such officers who are qualified in legal and personnel matters. If felt necessary officers from other authorities may be invited to provide assistance in order to avoid any conflicts of interest. Any such officers will be appointed under the provisions of Section 113 Local Government Act 1972 so that they may be treated as officers of the authority.

- 49.4 The authority must invite relevant independent persons to be considered for appointment to the Panel, with a view to appointing at least two such persons to the Panel.
- 49.5 In paragraph 49.4 "*relevant independent person*" means any independent person who has been appointed by the authority or, where there are fewer than two such persons, such independent persons as have been appointed by another authority or authorities as the authority considers appropriate.
- 49.6 Subject to paragraph 49.7, the authority must appoint to the Panel such relevant independent persons who have accepted an invitation issued in accordance with paragraph 49.4 in accordance with the following priority order—
- (a) a relevant independent person who has been appointed by the authority and who is a local government elector;
 - (b) any other relevant independent person who has been appointed by the authority;
 - (c) a relevant independent person who has been appointed by another authority or authorities.
- 49.7 An authority is not required to appoint more than two relevant independent persons in accordance with paragraph 49.4 but may do so.
- 49.8 The authority must appoint any Panel at least 20 working days before the relevant meeting.
- 49.9 Before the taking of a vote at the relevant meeting on whether or not to approve such a dismissal, the authority must take into account, in particular:
- (a) any advice, views or recommendations of the Panel;
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the relevant officer.
- 49.10 Any remuneration, allowances or fees paid by the authority to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person's role as independent person under the 2011 Act.
- 49.11 Where a Committee, Sub-Committee or officer is discharging, on behalf of the Authority, the function of the dismissal of an officer designated as the head of the Authority's paid service, as the Authority's chief finance officer, or as the Authority's monitoring officer, the Council must approve that dismissal before notice of dismissal is given to that person.
- 50. DISCIPLINARY ACTION AGAINST STAFF OTHER THAN CHIEF OFFICERS OR THEIR DEPUTIES**
- 50.1 In this Standing Order -
- "disciplinary action" has the same meaning as in the Local Authorities (Standing Orders) (England) Regulations 2001; and
- "member of staff" means a person appointed to or holding a paid office or employment under the Authority.
- 50.2 Subject to 50.3 and 50.4, the function of appointment and dismissal of, and taking disciplinary action against, a member of staff of the authority must be discharged, on behalf of the authority, by the officer designated under Section 4 (1) of the 1989 Act as the head of the authority's paid service, or by an officer nominated by him.

- 50.3 Paragraph 50.2 shall not apply to the appointment or dismissal of, or disciplinary action against -
- (a) the officer designated as the head of the authority's paid service;
 - (b) a statutory chief officer within the meaning of section 2 (6) of the 1989 Act (politically restricted posts);
 - (c) a non-statutory chief officer within the meaning of section 2 (7) of the 1989 Act;
 - (d) a deputy chief officer within the meaning of section 2 (8) of the 1989 Act; or
 - (e) a person appointed in pursuance of section 9 of the 1989 Act (assistants for political groups).
- 50.4 Nothing in paragraph 50.2 shall prevent a person from serving as a Member of any Committee or Sub-Committee established by the authority to consider an appeal by -
- (a) another person against any decision relating to the appointment of that other person as a member of staff of the authority; or
 - (b) a member of staff of the authority against any decision relating to the dismissal of, or taking disciplinary action against, that member of staff.

THE STANDARDS AND AUDIT COMMITTEE
HEARINGS AND COMPLAINTS

THE STANDARDS AND AUDIT COMMITTEE

51. PROCEDURE FOR HEARINGS AND CONSIDERATION OF COMPLAINTS

- 51.1 In assessing and determining allegations that any Member has broken the Council's Code of Conduct for Members, the Committee shall follow the procedures set out in the Arrangements following this Standing Order.
- 51.2 In the event that when an allegation has been made that any Member has breached the Council's Code of Conduct for Members an issue has been identified which would mean it was inappropriate for the Monitoring Officer to discharge their duties under the Arrangements following this Standing Order then the following process shall be adopted.
- 51.2(a) The Monitoring Officer shall as soon as practicable notify the Chief Executive and the Chairman of the Standards and Audit Committee in writing of the existence of the issue and its nature.
- 51.2(b) The Monitoring Officer shall confirm that they will not be involved in the consideration of the allegation in respect of which the issue exists.
- 51.2(c) The Deputy Monitoring Officer shall undertake the conduct of the matter.
- 51.2(d) Should the Deputy Monitoring Officer be unable to have conduct of the matter, for any reason, the Chief Executive shall approach Monitoring Officers appointed by other local authorities in Surrey and invite them to take on the role of the Council's Monitoring Officer in relation to the matter.
- 51.2(e) If a Monitoring Officer appointed by another local authority in Surrey accepts the invitation to take on the role of the Council's Monitoring Officer that individual shall be entitled to exercise the powers of the Council's Monitoring Officer save that they shall not be entitled to authorise any expenditure, enter any contracts on behalf of the Council or supervise Council staff. The Chief Executive shall select a suitable Council officer to assist that Monitoring Officer in discharging their functions.
- 51.2(f) In the event that no Monitoring Officer appointed by another local authority in Surrey accepts the invitation the Chief Executive is authorised to contact Monitoring Officers appointed by other local authorities in England with a view to identifying one who will agree they take on the matter and
- 51.2(g) In the event that a Monitoring Officer appointed by another local authority, whether in Surrey or elsewhere in England, is only willing to accept the invitation subject to the reimbursement of costs then appropriate authorisation of the payment of such costs shall be sought prior to the appointment of that Monitoring Officer.
- 51.3 For the purposes of this Standing Order examples of the types of situations when it would be inappropriate for the Monitoring Officer to discharge their duties are as follows (this list is not exhaustive):
- the Monitoring Officer is in some manner connected with the complainant
 - the Monitoring Officer is in some manner connected with a witness in relation to the matter
 - the Monitoring Officer has been the subject of disciplinary action in relation to the Member who is the subject of the complaint

ARRANGEMENTS FOR DEALING WITH CODE OF CONDUCT COMPLAINTS UNDER THE LOCALISM ACT 2011

1. Context

- 1.1 These Arrangements are made under section 28 of the Localism Act 2011. They set out the process that Runnymede Borough Council has adopted for dealing with complaints that an elected or co-opted member has failed to comply with the Code of Conduct.

2. Interpretation

- 2.1 'Council' means Runnymede Borough Council.
- 2.2 'Code of Conduct' means the Code of Conduct, which the Council has adopted under section 27(2) of the Localism Act 2011.
- 2.3 'Complainant' means a person who has submitted a complaint in accordance with these Arrangements alleging that a Member has breached the Code of Conduct.
- 2.4 'Disclosable Pecuniary Interest' means those disclosable pecuniary interests that meet the definition prescribed by regulations (as amended from time to time) as set out in the Code of Conduct.
- 2.5 'Hearing Panel' means the panel appointed by the Council to determine the outcome of any complaint alleging a breach of the Code of Conduct by a Member in accordance with these Arrangements.
- 2.6 'Independent Person' means a person or persons appointed by the Council under section 28(7) of the Localism Act 2011:
- (a) whose views must be sought and taken into account by the Council before a decision is made on any complaint alleging a breach of the Code of Conduct by a Member;
 - (b) who may be consulted by a Member about a complaint.
- 2.7 'Investigating Officer' means the person appointed by the Monitoring Officer to undertake a formal investigation of a complaint alleging a breach of the Code of Conduct by a Member. The Investigating Officer may be another senior officer of the Council, an officer of another authority or an external investigator.
- 2.8 'Monitoring Officer' is a senior officer of the Council who has statutory responsibility for maintaining the Register of Members' Interests and who is responsible for administering the arrangements for dealing with any complaint alleging a breach of the Code of Conduct by a Member. It includes any other officer of the Council nominated by the Monitoring Officer to act on their behalf.
- 2.9 'Parties' means the Complainant, Member and the Investigating Officer, as appropriate.
- 2.10 'Member' means an elected member or co-opted member of the Council against whom a complaint has been made alleging a breach of the Code of Conduct.

3. Appointment of Independent Person

- 3.1 The Council shall appoint the Independent Person (and any substitute) in accordance with the requirements of section 27 of the Localism Act 2011 upon such terms as to remuneration and expenses as may be determined by the Council from time to time.

4. Making a complaint

- 4.1 A complaint alleging a breach of the Code of Conduct by a Member must be made in writing and addressed to the Monitoring Officer, Runnymede Borough Council, Civic Centre, Station Road, Addlestone, Surrey, KT15 2AH, Tel: 01932 425640, mario.leo@runnymede.gov.uk. Complainants who find difficulty in making their complaint in writing (e.g. because of a disability), will be offered assistance.
- 4.2 The Member will normally be informed of the identity of the Complainant and details of the complaint made against them, but the Complainant's identity and/or details of their complaint may be withheld at the Complainant's request if it appears to the Monitoring Officer that there are sound reasons for granting such a request (refer to paragraph 5 of Annex 1 to these Arrangements).
- 4.3 The Monitoring Officer will normally acknowledge receipt of a complaint within 7 working days of receiving it. At the same time, the Monitoring Officer will send a copy of the complaint to the Member in accordance with paragraph 2 of Annex 1 to these Arrangements.

5. Criminal conduct

- 5.1 In accordance with section 34 of the Localism Act 2011, it is a criminal offence if, without reasonable excuse, a Member:
- (a) fails to notify the Monitoring Officer of a Disclosable Pecuniary Interest before the end of 28 days beginning with the day you become, or are re-elected or re-appointed, a Member or Co-opted Member of the Authority;
 - (b) fails to notify the Monitoring Officer of a Disclosable Pecuniary Interest before the end of 28 days beginning with the day you become aware of it, where you are acting alone in the course of discharging a function of the Authority (including making a decision in relation to the matter) and the interest is not already registered or is not the subject of a pending notification to the Monitoring Officer;
 - (c) fails to disclose a Disclosable Pecuniary Interest at a meeting, where such interest has not already been registered or notified to the Monitoring Officer;
 - (d) fails to notify the Monitoring Officer of a Disclosable Pecuniary Interest before the end of 28 days beginning with the day you disclose it at a meeting, where such interest has not already been registered or notified to the Monitoring Officer;
 - (e) takes part in discussions or votes at meetings that relate to the Disclosable Pecuniary Interest, unless a dispensation has been granted;
 - (f) knowingly or recklessly provides false or misleading information in any of the above disclosures or notifications.
- 5.2 Where a complaint against a Member relates to conduct of a criminal nature referred to above, the Monitoring Officer will deal with the complaint in accordance with paragraph 4(4) of Annex 1 to these Arrangements.

6. Anonymous complaints

- 6.1 Complainants must provide their full name and address. An anonymous complaint will only be accepted by the Monitoring Officer in consultation with the Independent Person, providing it is accompanied by corroborating evidence that indicates to the Monitoring Officer that it is in the public interest to accept the complaint.

7. Role of Independent Person

- 7.1 The Independent Person must be consulted and have their views taken into account before the Council makes a finding as to whether a Member has failed to comply with the Code or

decides on action to be taken in respect of that Member. At any other stage of the complaints process under these Arrangements, the Independent Person may be consulted by the Monitoring Officer and/or the Member. If a Member wishes to consult an Independent Person concerning a complaint that should be a different Independent Person to the one consulted by the Monitoring Officer.

8. Preliminary tests

- 8.1 The Monitoring Officer will, in consultation with the Independent Person, put the complaint through a number of preliminary tests, in accordance with paragraph 1 of Annex 2 to these Arrangements.
- 8.2 In the event that the Independent Person is unavailable or unable to act, the time limits specified in paragraph 1 of Annex 1 may either be extended by the Monitoring Officer or the Monitoring Officer may act alone in taking the decision or action.
- 8.3 Dormant complaints against Councillors will be closed after 4 weeks have elapsed following one reminder e-mail to the complainant.

9. Informal resolution

- 9.1 The Monitoring Officer, in consultation with the Independent Person, may consider that the complaint can be resolved informally at any stage in accordance with paragraph 6 of Annex 1 to these Arrangements.

10. Investigation

- 10.1 If the Monitoring Officer, in consultation with the Independent Person, decides that the complaint merits formal investigation, they will, appoint an Investigating Officer to undertake the investigation, and inform the Parties of the appointment.
- 10.2 The Investigating Officer will investigate the complaint in accordance with Annex 2 to these Arrangements.

11. Hearing

- 11.1 If the Monitoring Officer, in consultation with the Independent Person, considers that informal resolution is not appropriate or is unlikely to be achieved, then they will convene a meeting of the Hearing Panel to determine the outcome of the complaint in accordance with Annex 3 to these Arrangements.

12. Sanctions

- 12.1 Where a Member has been found by the Hearing Panel to have breached the Code of Conduct, the Hearing Panel may apply any one or more sanctions in accordance with paragraph 4 of Annex 3 to these Arrangements.

13. Appeal

- 13.1 **There is no right of appeal for the Complainant or the Member against decisions of either the Monitoring Officer or the Hearing Panel.**

ANNEX 1

PROCEDURE ON RECEIPT OF A COMPLAINT

1. Preliminary tests

- 1.1 The complaint will be assessed by the Monitoring Officer in consultation with the Independent Person against the legal jurisdiction test in paragraph 1.2 below and, if applicable, the local assessment criteria test in paragraph 1.4 below.

1.2 Legal jurisdiction criteria test:

- (a) Did the alleged conduct occur before the adoption of the Code of Conduct?
- (b) Was the person complained of a Member of the Council at the time of the alleged conduct?
- (c) Was the person complained of acting in an official capacity at the time of the alleged conduct?
- (d) Did the alleged conduct occur when the person complained of was acting as a Member of another authority?
- (e) If the facts could be established as a matter of evidence, could the alleged conduct be capable of a breach of the Code of Conduct?
- (f) The complaint is about dissatisfaction with the Council's decisions, policies and priorities, etc.

- 1.3 If the complaint fails one or more of the jurisdiction tests, no further action will be taken by the Monitoring Officer and the complaint will be rejected. The Complainant will be notified accordingly with reasons, within 14 working days of receipt of the complaint by the Monitoring Officer. **There is no right of appeal against the Monitoring Officer's decision.**

1.4 Local assessment criteria test:

If the complaint satisfies the jurisdiction test, the Monitoring Officer will then apply the following local assessment criteria test:

- (a) The complaint is a 'repeat complaint', unless supported by new or further evidence substantiating or indicating that the complaint is exceptionally serious or significant;
- (b) The complaint is anonymous, unless supported by independent documentary evidence substantiating or indicating that the complaint is exceptionally serious or significant;
- (c) No or insufficient information/evidence to substantiate the complaint has been submitted by the Complainant;
- (d) The complaint is malicious, trivial, politically motivated or 'tit-for-tat';
- (e) The Complainant is unreasonably persistent, malicious and/or vexatious;
- (f) The alleged misconduct happened more than 6 months from the receipt of the complaint;
- (g) The complaint is relatively minor and dealing with the complaint would have a disproportionate effect on both public money and officers' and Members' time;
- (h) The circumstances have changed so much that there would be little benefit arising from an investigation or other action;
- (i) The complaint has been the subject of an investigation or other action and there is nothing more to be gained by further action being taken;
- (j) The complaint is such that it is unlikely that an investigation will be able to come to a firm conclusion on the matter, e.g. where there is no firm evidence on the matter;
- (k) The complaint is about a deceased person;
- (l) The complaint is about a person who is no longer a Council Member.

- 1.5 If one or more of the local assessment criteria applies to the complaint, no further action will be taken by the Monitoring Officer and the complaint will be rejected. The Complainant will be notified accordingly with reasons, within 14 working days of receipt of the complaint by the Monitoring Officer. **There is no right of appeal against the Monitoring Officer's decision.**
- 2. Notification of complaint to Member**
- 2.1 Subject to any representations from the Complainant on confidentiality (see paragraph 5 below), the Monitoring Officer will notify the Member of the complaint.
- 2.2 The Monitoring Officer may invite the Member to submit initial views on the complaint within 14 working days, which will be taken into account by the Monitoring Officer when they decide how to deal with the complaint (see paragraph 4 below). Views received from the Member after the 14 working day time limit may be taken into account at the discretion of the Monitoring Officer, providing the views are received before the Monitoring Officer issues their written decision on how the complaint will be dealt with.
- 3. Asking for additional information**
- 3.1 The Monitoring Officer may ask the Complainant and the Member, for additional information before deciding how to deal with the complaint.
- 4. What process to apply - informal resolution or investigation and/or no action?**
- 4.1 The Monitoring Officer may at any stage seek to resolve the complaint informally in accordance with paragraph 6 below. Where the Member or the Monitoring Officer or the Council make a reasonable offer of informal resolution, but the Complainant is not willing to accept this offer, the Monitoring Officer will take account of this in deciding whether the complaint merits formal investigation.
- 4.2 The Monitoring Officer in consultation with the Independent Person may refer the complaint for formal investigation when:
- (a) it is serious enough, if proven, to justify the range of sanctions available to the Standards and Audit Committee (see paragraph 4 of Annex 3 to these Arrangements);
 - (b) the Member's behaviour is part of a continuing pattern of less serious misconduct that is unreasonably disrupting the business of the Council and there is no other avenue left to deal with it short of investigation. In considering this, the Monitoring Officer may take into account the time that has passed since the alleged conduct occurred.
- 4.3 Where the complaint is referred for formal investigation, the Monitoring Officer will appoint an Investigating Officer who will conduct the investigation in accordance with the procedure at Annex 2 to these Arrangements.
- 4.4 If the complaint identifies potential criminal conduct or potential breach of other regulations by the Member or any other person, the Complainant will be advised by the Monitoring Officer to report the complaint to the police or other prosecuting or regulatory authority. In such cases, the complaints process under these Arrangements will be suspended, pending a decision/action by the police or other prosecuting or regulatory authority. Where the police or other prosecuting or regulatory authority decide to take no action on the complaint, the Monitoring Officer will lift the suspension and, in consultation with the Independent Person, will apply the local assessment criteria test in paragraph 1.4 above.
- 4.5 The Monitoring Officer in consultation with the Independent Person, will take no action on the

complaint when one or more of the following apply:

- (a) on-going criminal proceedings or a police investigation into the Member's conduct or where the complaint is suspended in accordance with paragraph 4.4 above;
- (b) investigation cannot be proceeded with, without investigating similar alleged conduct or needing to come to conclusions of fact about events which are also the subject of some other investigation or court proceedings;
- (c) the investigation might prejudice another investigation or court proceedings;
- (d) on-going investigation by another prosecuting or regulatory authority;
- (e) genuine long term (3 months or more) unavailability of a key party;
- (f) serious illness of a key party.

4.6 Within 24 working days of receipt of the complaint, the Monitoring Officer will notify the Complainant, Member of their decision and reasons for applying one of the following processes in the format of the Decision Notice template (appended to this Annex 1):

- (a) not to refer the complaint for investigation; or
- (b) to refer the complaint for investigation; or
- (c) to apply the informal resolution process either before or after an investigation; or
- (d) following investigation, to refer the complaint to the Hearing Panel; or
- (e) to take no action and close the matter; or
- (f) to refer the complaint to the relevant political group leader for action.

4.7 The decision notice will be published on the Council's website. **There is no right of appeal against the Monitoring Officer's decision.** However, in the event that the Complainant submits additional relevant information, the Monitoring Officer will consider and decide if the matter warrants further consideration under these Arrangements, in which case it shall be treated as a fresh complaint. The Ombudsman can investigate complaints from locally elected councillors where they allege they have suffered a personal injustice because of actions taken by a body in the Ombudsman's jurisdiction

4.8 The Monitoring Officer may withhold the Member's identity and/or details of the complaint if they are satisfied that there are reasonable grounds for believing that the Member or any other person (e.g. a witness):

- (a) is either vulnerable or at risk of threat, harm or reprisal;
- (b) may suffer intimidation or be victimised or harassed;
- (c) suffers from a serious health condition and there are medical risks associated with their identity being disclosed (medical evidence will need to be provided to substantiate this);
- (d) it would not be in the public interest to do so.

4.9 In making this decision the Monitoring Officer will have regard to the following factors in making such a decision:

- (a) to facilitate transparency and ethical governance accountability: recognising that decision-making may be improved by constructive contributions from others;
- (b) to raise public awareness: disclosing the complaint or part of it may inform the community about matters of general concern;
- (c) justice to an individual: the balance of the public interest may favour disclosure of the complaint;
- (d) bringing out in the open serious concerns about the behaviour/conduct of an individual.

5. Confidentiality

5.1 If the Complainant has asked for their identity to be withheld, this request will be considered by the Monitoring Officer in consultation with the Independent Person when they initially

assess the complaint (see paragraph 1 above).

- 5.2 As a matter of fairness and natural justice, the Member will usually be told who the Complainant is and will also receive details of the complaint. However, in exceptional circumstances, it may be appropriate to keep the Complainant's identity confidential or not disclose details of the complaint to the Member during the early stages of an investigation. The Monitoring Officer may withhold the Complainant's identity and/or details of the complaint if they are satisfied that there are reasonable grounds for believing that the Complainant or any other person (e.g. a witness):
- (a) is either vulnerable or at risk of threat, harm or reprisal;
 - (b) may suffer intimidation or be victimised or harassed;
 - (c) works closely with the Member and are afraid of the consequences,
e.g. fear of losing their job;
 - (d) suffers from a serious health condition and there are medical risks associated with their identity being disclosed (medical evidence will need to be provided to substantiate this);
 - (e) may receive less favourable treatment because of the seniority of the person they are complaining about in terms of any existing Council service provision or any tender/contract they may have with or are about to submit to the Council.

OR where early disclosure of the complaint:

- (a) may lead to evidence being compromised or destroyed; or
 - (b) may impede or prejudice the investigation; or
 - (c) would not be in the public interest.
- 5.3 Relevant public interest factors favouring disclosure (not an exhaustive list) include:
- (a) to facilitate transparency and ethical governance accountability: recognising that decision-making may be improved by constructive contributions from others;
 - (b) to raise public awareness: disclosing the complaint or part of it may inform the community about matters of general concern;
 - (c) justice to an individual: the balance of the public interest may favour disclosure of the complaint to the Member when it may not be in the public interest to disclose it to the world at large;
 - (d) bringing out in the open serious concerns about the behaviour/conduct of an individual.
- 5.4 The Monitoring Officer, in consultation with the Independent Person, will balance whether the public interest in accepting the complaint outweighs the Complainant's wish to have their identity (or that of another person) withheld from the Member. If the Monitoring Officer decides to refuse the Complainant's request for confidentiality, they will offer the Complainant the option to withdraw their complaint. The Complainant will be notified of the Monitoring Officer's decision, with reasons, within 24 working days of receipt of the complaint by the Monitoring Officer. **There is no right of appeal against the Monitoring Officer's decision to refuse the Complainant's request for confidentiality.**
- 6. Informal resolution**
- 6.1 These Arrangements enable the Monitoring Officer, in consultation with the Independent Person, to resolve complaints informally, either before or after investigation. In so doing, the Monitoring Officer will consult with the Complainant and the Member to agree what they consider to be a fair resolution, which will help to ensure higher standards of conduct for the future.
- 6.2 Informal resolution may be the simplest and most cost effective way of resolving the

complaint and may be appropriate where:

- (a) The Member appears to have a poor understanding of the Code of Conduct and/or related Council procedures; or
- (b) There appears to be a breakdown in the relationship between the Complainant and the Member; or
- (c) The conduct complained of appears to be a symptom of wider underlying conflicts which, if unresolved, are likely to lead to further misconduct or allegations of misconduct; or
- (d) The conduct complained of appears common to a number of members of the Council, demonstrating a lack of awareness, experience or recognition of the particular provisions of the Code of Conduct and/or other Council procedures, etc; or
- (e) The conduct complained of appears to the Monitoring Officer not to require a formal sanction; or
- (f) The complaint appears to reveal a lack of guidance, protocols and procedures within the Council; or
- (g) The Complainant and the Member are amenable to engaging in an informal resolution; or
- (h) The complaint consists of allegations and retaliatory allegations between councillors; or
- (i) The complaint consists of allegations about how formal meetings are conducted; or
- (j) The conduct complained of may be due to misleading, unclear or misunderstood advice from officers.

6.3 Informal resolution may consist of one or more of the following actions, which do not have to be limited to the Member, but may extend to other councillors including the whole Council where it may be useful to address systemic behaviour:

- (a) training;
- (b) conciliation/mediation;
- (c) mentoring;
- (d) apology;
- (e) instituting changes to the Council's procedures;
- (f) conflict management;
- (g) development of the Council's protocols;
- (h) other remedial action by the Council;
- (i) other steps (other than investigation) if it appears appropriate to the Monitoring Officer in consultation with the Independent Person.

6.4 If the Member is agreeable to and complies with the informal resolution process, the Monitoring Officer will report the matter to the Standards and Audit Committee for information, but will take no further action.

6.5 Where the Member will not participate in the informal resolution process or if, having agreed to one or more actions under the informal resolution process, the Member refuses or fails to carry out any agreed action, the Monitoring Officer will report the matter to the Standards and Audit Committee. The Standards and Audit Committee will be invited to refer the complainant for investigation.

EXAMPLE TEMPLATE - DECISION NOTICE (of the Monitoring Officer): e.g. REFERRAL FOR INVESTIGATION

Parties should take care when passing on information that is in the notice or about the notice. For example, some details such as names and addresses may be confidential or private in nature, or may be personal information.

Complaint No: Complaint

On [insert date], the Monitoring Officer considered a complaint from [insert name of complainant] concerning the alleged conduct of [insert name of councillor], a member of [insert authority name]. A general summary of the complaint is set out below.

Complaint summary

[Summarise complaint in numbered paragraphs]

Consultation with Independent Person

[Summarise the Independent Person's views in numbered paragraphs]

Decision

Having consulted and taken into account the views of the Independent Person, the Monitoring Officer decided to refer the complaint for investigation.

Potential breaches of the Code of Conduct identified

At this stage, the Monitoring Officer is not required to decide if the Code of Conduct has been breached. They are only considering if there is enough information which shows a potential breach of the Code of Conduct that warrants referral for investigation.

The Monitoring Officer considers that the alleged conduct, if proven, may amount to a breach of the following paragraphs of the Code of Conduct. The Monitoring Officer has appointed [insert name] as the Investigating Officer.

Please note that it will be for the Investigating Officer to determine which paragraphs are relevant, during the course of the investigation.

[detail relevant Code of Conduct paragraphs]

Notification of decision

This decision notice is sent to the:

Complainant
Member against whom the complaint was made
Surrey County Council's Monitoring Officer (*applicable only where the Member is serving at both District and County level*)

What happens now

The complaint will now be investigated under the Council's Arrangements for Dealing with Code of Conduct Complaints under the Localism Act 2011.

Appeal

There is no right of appeal against the Monitoring Officer's decision.

Additional Help

If you need additional support in relation to this decision notice or future contact with the Council, please let us know as soon as possible. If you have difficulty reading this notice, we can make reasonable adjustments to assist you, in line with the requirements of the Equality Act 2010.

Signed:**Date****Print name:**

Monitoring Officer of Runnymede Borough
Civic Centre
Station Road
Addlestone
Surrey
KT15 2AH

ANNEX 2

PROCEDURE FOR INVESTIGATING THE COMPLAINT

1. Preliminaries

- 1.1 The Investigating Officer will be appointed by the Monitoring Officer and will be aware of their obligations under the Data Protection Act 2018, Equalities Act 2010, the Human Rights Act 1998 and other relevant legislation.
- 1.2 The Investigating Officer is responsible for gathering all the facts, documents and, where applicable, for interviewing witnesses with knowledge of the facts, and they should remain objective, impartial and unbiased at all times.
- 1.3 The Member and the Complainant will be advised that the investigation is for fact finding purposes only.
- 1.4 Witnesses will be identified at the investigation stage and their evidence supported by signed and dated witness statements and/or notes of interview with the Investigating Officer. The Investigating Officer cannot compel the attendance of witnesses or their co-operation.
- 1.5 The Investigating Officer will not make recommendations on sanctions.
- 1.6 Within 10 working days of being appointed, the Investigating Officer will notify the Member and the Complainant of their appointment and:
 - (a) provide details of the complaint to the Member;
 - (b) detail the procedure to be followed in respect of the investigation and the relevant timescales for responses and concluding the investigation;
 - (c) detail the sections of the Code of Conduct that appear to be relevant to the complaint;
 - (d) request contact details of any potential witnesses;
 - (e) require that confidentiality is maintained and that details of the complaint not be disclosed to any third party, unless disclosure is to a representative, witness, immediate family members or otherwise as may be required by law or regulation.
- 1.7 It may be necessary for the Investigating Officer to agree with the Member which documents will be submitted in evidence. This will generally include documents that will be relied on, or in support of, the Member's case and which are relevant to the complaint.
- 1.8 The Investigating Officer may terminate their investigation at any point, where they are satisfied that they have sufficient information to enable them to report to the Monitoring Officer or Hearing Panel.

2. The draft report

- 2.1 On the conclusion of their investigation the Investigating Officer will issue a draft report (clearly labelled 'DRAFT AND CONFIDENTIAL') to the Monitoring Officer for review.
- 2.2 Following review by the Monitoring Officer, the draft report will be sent in confidence to the Member and the Complainant (not witnesses) for comment. The draft report will be clearly labelled 'CONFIDENTIAL' and will detail:
 - (a) the relevant provisions of the law and the relevant paragraphs of the Code of Conduct;
 - (b) a summary of the complaint;
 - (c) the Member's response to the complaint;
 - (d) relevant information, explanations, etc, which the Investigation Officer has obtained in the course of the investigation;

- (e) a list of any documents relevant to the matter;
- (f) a list of those persons/organisations who have been interviewed;
- (g) a statement of the Investigating Officer's draft findings of fact and reasons;
- (h) the Investigating Officer's conclusion as to whether the Member has or has not failed to comply with the Authority's Code of Conduct;
- (i) that the Investigating Officer will present a final report once they have considered any comments received on the draft.

2.3 Once the Investigating Officer has received any responses from the Member and/or the Complainant, they will finalise the draft report and make their final conclusions and recommendations to the Monitoring Officer. The report will be clearly labelled 'FINAL AND CONFIDENTIAL'.

3. Consideration of Investigating Officer's final report

3.1 The Monitoring Officer will review the Investigating Officer's final report and any comments submitted by the Parties, in consultation with the Independent Person.

3.2 Where, on the basis of the Investigating Officer's report, the Monitoring Officer, having consulted with the Independent Person, concludes that there is no evidence of a failure to comply with the Code of Conduct; they will inform the Parties in writing that no further action is considered necessary. **There is no right of appeal against the Monitoring Officer's decision.**

3.3 Where, on the basis of the Investigating Officer's report, the Monitoring Officer, having consulted with the Independent Person, concludes that there is evidence of a failure to comply with the Code of Conduct, they will either:

- (a) seek informal resolution or
- (b) refer the matter for consideration by the Hearing Panel in accordance with the relevant procedure detailed in Annex 3 to these Arrangements.

ANNEX 3

Hearing Panel Procedure

1. Pre Hearing Procedure

- 1.1 In order to allow the hearing to proceed fairly and efficiently, the Monitoring Officer may in appropriate cases use a pre-hearing procedure to:-
- Identify which facts in the investigation report are agreed and which are in dispute.
 - Determine whether any fresh evidence not mentioned in the investigation report may be put before the hearing.
 - Determine whether documentary evidence which a party wishes to put before the hearing is admissible.
 - Establish whether the parties intend to attend; whether the parties intend to be represented in accordance with paragraph 2 below and, if so, by whom; and the number and identity of witnesses to be called.
 - Determine whether the whole or any part of the hearing should be held in private.
 - Determine whether the whole or any part of the investigation report or other relevant documents should be withheld from the public.
- 1.2 The Monitoring Officer will notify the parties of the date, time and place for the hearing.

2. Rules of procedure

- 2.1 The Hearing Panel consists of three voting elected Members drawn from the Standards and Audit Committee, one of whom shall be elected as Chairman.
- 2.2 The quorum for a meeting of the Hearing Panel is three elected Members of the Standards and Audit Committee.
- 2.3 The Independent Person's views must be sought and taken into consideration before the Hearing Panel takes any decision on whether the Member's conduct constitutes a failure to comply with the Code of Conduct and as to any sanction to be taken following a finding of failure to comply with the Code of Conduct. The Independent Person should normally be present throughout the hearing but in the event that this is not possible, may instead submit their views on the complaint to the Hearing Panel in writing.
- 2.4 The legal requirements for publishing agendas, minutes and calling meetings, will apply to the Hearing Panel. The hearing will be held in private no earlier than 14 working days after the Monitoring Officer has copied the Investigating Officer's final report to the complainant and the Member.
- 2.5 All matters/issues before the Hearing Panel will be decided by a simple majority of votes cast, with the Chairman having a second or casting vote.
- 2.6 Where the Member fails to attend the Hearing Panel and where the Hearing Panel is not satisfied with their explanation for their absence from the hearing, the Hearing Panel may in the first instance, have regard to any written representations submitted by the Member and may resolve to proceed with the hearing in the Member's absence and make a determination or, if satisfied with the Member's reasons for not attending the hearing, adjourn the hearing to another date. The Hearing Panel may resolve in exceptional circumstances, that it will proceed with the hearing on the basis that it is in the public interest to hear the allegations expeditiously.

3. Right to be accompanied by a representative

- 3.1 The Member may choose to be accompanied and/or represented at the Hearing Panel by a fellow councillor, friend, colleague or representative.

4. The conduct of the hearing

- 4.1 Subject to paragraph 4.2 below, the order of business will be as follows:

- (a) elect a Chairman;
- (b) apologies for absence;
- (c) declarations of interests;
- (d) in the absence of the Member, consideration as to whether to adjourn or to proceed with the hearing (refer to paragraph 2.6 above);
- (e) introduction by the Chairman, of members of the Hearing Panel, the Independent Person, Monitoring Officer, Investigating Officer, complainant and the Member and their representative;
- (f) to determine whether the public/press are to be excluded from any part of the meeting and/or whether any documents (or parts thereof) should be withheld from the public/press.

- 4.2 The Chairman may exercise their discretion and amend the order of business, where they consider that it is expedient to do so in order to secure the effective and fair consideration of any matter.

- 4.3 The Hearing Panel may adjourn the hearing at any time.

4.4 Presentation of the complaint

- (a) The Monitoring Officer or Chairman may each make an introductory statement outlining the nature of the complaint and the purpose of the hearing, and the procedure to be followed.
- (b) The Investigating Officer presents their report including any documentary evidence or other material and calls their witnesses. No new points will be permitted;
- (c) The Member or their representative may question the Investigating Officer and any witnesses called by the Investigating Officer;
- (d) The Hearing Panel may question the Investigating Officer upon the content of their report and any witnesses called by the Investigating Officer.

4.5 Presentation of the Member's case

- (a) The Member or their representative presents their case and calls their witnesses;
- (b) The Investigating Officer may question the Member and any witnesses called by the Member;
- (c) The Hearing Panel may question the Member and any witnesses called by the Member.

4.6 Summing up

- (a) The Investigating Officer sums up the complaint;
- (b) The Member or their representative sums up their case.

Views/Submissions of the Independent Person

- 4.7 The Chairman will invite the Independent Person to express their view on whether or not they consider that on the facts presented to the Hearing Panel, there has been a breach of the Code of Conduct.

4.8 Deliberations of the Hearing Panel

Deliberation in private

- (a) The Hearing Panel will adjourn the hearing and deliberate in private (assisted on matters of law by the Monitoring Officer) to consider whether or not, on the facts found, the Member has failed to comply with the Code of Conduct.
- (b) The Hearing Panel may at any time come out of private session and reconvene the hearing, in order to seek additional evidence from the Investigating Officer, the Member or the witnesses. If further information to assist the Panel cannot be presented, then the Panel may adjourn the hearing and issue directions as to the additional evidence required and by whom.

Announcing decision on facts found

- 4.9 (a) The Hearing Panel will reconvene the hearing and the Chairman will announce whether or not on the facts found, the Panel considers that there has been a breach of the Code of Conduct.
- (b) Where the Hearing Panel considers that there has been a breach of the Code of Conduct, the Chairman will invite the Independent Person to make their representations as to whether or not any sanctions should be applied and, if so, what form they should take.
- (c) When deciding whether to apply one or more sanctions, the Hearing Panel will ensure that the application of any sanction is reasonable and proportionate to the Member's behaviour. The Hearing Panel will consider the following questions along with any other relevant circumstances or other factors specific to the local environment:
 - (i) What was the Member's intention and did they know that they were failing to follow the Council's Code of Conduct?
 - (ii) Did the Member receive advice from officers before the incident and was that advice acted on in good faith?
 - (iii) Has there been a breach of trust?
 - (iv) Has there been financial impropriety, e.g. improper expense claims or procedural irregularities?
 - (v) What was the result/impact of failing to follow the Council's Code of Conduct?
 - (vi) How serious was the incident?
 - (vii) Does the Member accept that they were at fault?
 - (viii) Did the Member apologise to the relevant persons?
 - (ix) Has the Member previously been reprimanded or warned for similar misconduct?
 - (x) Has the Member previously breached of the Council's Code of Conduct?
 - (xi) Is there likely to be a repetition of the incident?
- (d) Having heard the representations of the Independent Person, and the Member on the application of sanctions, the Hearing Panel will adjourn and deliberate in private.
- (e) If evidence presented to the Hearing Panel highlights other potential breaches of the Council's Code of Conduct, then the Chairman will outline the Hearing Panel's concerns and recommend that the matter be referred to the Monitoring Officer as a new complaint.

Final Decision

- 4.10 (a) Where the complaint has a number of aspects, the Hearing Panel may reach a finding, apply a sanction and/or make a recommendation on each aspect separately.
- (b) The Hearing Panel will make its decision on the balance of probabilities, based on the evidence before it during the hearing.
- (c) Having taken into account the Independent Person and the Member's representations on the application of sanctions, the Hearing Panel will reconvene and the Chairman will announce:
- (i) the Panel's decision as to whether or not the Member has failed to comply with the Code of Conduct, and the principal reasons for the decision;
 - (ii) the sanctions (if any) to be applied;
 - (iii) the recommendations (if any) to be made to the Council or Monitoring Officer;
 - (iv) that there is no right of appeal against the Panel's decision and/or recommendations.

5. Range of possible sanctions

- 5.1 Where the Hearing Panel determines that the Member has failed to comply with the Code of Conduct, any one or more of the following sanctions may be applied/recommended:
- (a) Recommending to the Council that the Member be issued with a formal censure (i.e. the issue of an unfavourable opinion or judgement or reprimand) by motion;
 - (b) Recommending to the Member's Group Leader, or in the case of an ungrouped Member, to the Council that they be removed from committees or sub-committees of the Council;
 - (c) Instructing the Monitoring Officer to arrange training for the Member;
 - (d) Recommending to the Council that the Member be removed from one or more outside appointments to which they have been appointed or nominated by the Council;
 - (e) Recommending to the Council that it withdraws facilities provided to the Member by the Council, such as a computer, website and/or email and internet access;
 - (f) Recommending to the Council the exclusion of the Member from the Council's offices or other premises, with the exception of meeting rooms as necessary for attending Council committee and sub-committee meetings;
 - (g) Reporting the Panel's findings to the Council for information;
 - (h) Instructing the Monitoring Officer to apply the informal resolution process;
 - (i) Sending a formal letter to the Member;
 - (j) Recommending to the Council to issue a press release or other form of publicity;
 - (k) Publishing its findings in respect of the Member's conduct in such manner as the Panel considers appropriate.

5.2 The Hearing Panel has no power to suspend or disqualify the Member or to withdraw basic or special responsibility allowances.

- 5.3 The Hearing Panel may specify that any sanction take effect immediately or take effect at a later date and that the sanction be time limited.

6. Publication and notification of the Hearing Panel's decision and recommendations

- 6.1 Within 20 working days of the Hearing Panel's announcement of its decision and recommendations, the Monitoring Officer will publish the name of the Member and a summary of the Hearing Panel's decision and recommendations and reasons for the decision

and recommendations on the Council's website.

- 6.2 Within 20 working days of the announcement of the Hearing Panel's decision, the Monitoring Officer will provide a full written decision and the reasons for the decision, including any recommendations, in the format of the Decision Notice template below to:
- (a) the Member;
 - (b) the Complainant;
 - (c) Surrey County Council's Monitoring Officer (*applicable only where the Member is serving at both District and County level*);
- 6.3 The Hearing Panel may decide to withhold the Member's identity and/or details of the complaint if they are satisfied that there are reasonable grounds for believing that the Member or any other person (e.g. a witness):
- (a) is either vulnerable or at risk of threat, harm or reprisal;
 - (b) may suffer intimidation or be victimised or harassed;
 - (c) suffers from a serious health condition and there are medical risks associated with their identity being disclosed (medical evidence will need to be provided to substantiate this);
 - (d) it would not be in the public interest to do so.
- 6.4 In making this decision the Hearing Panel will have regard to the following factors in making such a decision:
- (a) to facilitate transparency and ethical governance accountability: recognising that decision-making may be improved by constructive contributions from others;
 - (b) to raise public awareness: disclosing the complaint or part of it may inform the community about matters of general concern;
 - (c) justice to an individual: the balance of the public interest may favour disclosure of the complaint;
 - (d) bringing out in the open serious concerns about the behaviour/conduct of an individual.
- 6.5 The Monitoring Officer will report the Hearing Panel's decision and recommendations to a meeting of the Standards and Audit Committee for information.

TEMPLATE – DECISION NOTICE (of Hearing Panel)

Complaint No: xxxx

On [insert date], the Hearing Panel of Runnymede Borough Council considered a report of an investigation into the alleged conduct of [insert name of councillor], a member of [insert authority name]. A general summary of the complaint is set out below.

Complaint summary

[Summarise complaint in numbered paragraphs as set out in the Investigating Officer's report to the Hearing Panel]

Consultation with Independent Person

[Summarise the Independent Person's views in numbered paragraphs]

Findings

After considering the submissions of the parties to the hearing and the views of the Independent Person, the Hearing Panel reached the following decision(s):
[Summarise the finding of facts and the Hearing Panel's decision against each finding of fact in numbered paragraphs as set out in the Investigating Officer's report to the Hearing Panel, but substitute the Investigating Officer for the Hearing Panel. Please note that the Hearing Panel's findings may differ from that of the Investigating Officer]

The Hearing Panel also made the following recommendation(s) [Detail recommendations]

Sanctions applied

The breach of the [insert authority name] Code of Conduct warrants a [detail sanctions applied].

Appeal

There is no right of appeal against the Hearing Panel's decision. The Ombudsman can investigate complaints from locally elected councillors where they allege they have suffered a personal injustice because of actions taken by a body in the Ombudsman's jurisdiction.

Notification of decision

This decision notice is sent to the:

- Councillor [name of councillor]
- Complainant
- Monitoring Officer
- Surrey County Council's Monitoring Officer *[applicable only where the Councillor is serving at both District and County level]*

Additional help

If you need additional support in relation to this decision notice or future contact with the Council, please let us know as soon as possible. If you have difficulty reading this notice, we can make reasonable adjustments to assist you, in line with the requirements of the Equality Act 2010.

Signed:

Date

Print name:

Chairman of the Hearing Panel
Runnymede Borough Council
Civic Centre
Station Road
Addlestone
Surrey
KT15 2AH

Contract Standing Orders

Council rules for the purchase of

Goods, Works and Services

| April 20232

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Definitions

"Agent"	A person or organisation acting on behalf of the council.
"Award Criteria"	The criteria on which the award of a Contract is based following an evaluation of Contract tenders in a procurement procedure. Award criteria must be focused on the tender and not the tenderer (which will already have been assessed for suitability at the qualification step against the relevant Selection Criteria).
"Award Procedure"	The procedure for awarding a Contract as specified in CSO 14.
"Code of Conduct"	The 'Code of Conduct for Staff' (See Part 5 Council's Constitution).
"Consultant"	Someone engaged for a specific length of time to work to a defined project brief with clear outcomes to be delivered, and who brings specialist skills or knowledge to the role.
"Contract"	In this context, means an agreement between parties for the supply of goods, services or works on terms and conditions, which are intended to be enforceable through law.
"Contracts Finder"	A central website maintained by Government on which public sector tender opportunities above £25,000 20,833 (Exclusive of VAT) and which are advertised by the council are required to be published.
"Contract Managers"	Those Officers authorised to carry out the day to day activities required to let and manage a Contract.
"Framework Agreement"	A framework agreement is an 'umbrella agreement' that sets out the terms (particularly relating to price, quality and quantity) under which individual Contracts (call-offs) can be made throughout the period of the agreement.
"Invitation to Tender"	An Invitation to Tender (ITT) is sent to Tenderers inviting tenders for works, goods or services
"In-tend"	The council's e-tendering system which must be used for all procurement exercises with a value of £5,000.00 excluding VAT or more.
"Local Authority Consortium"	A collection of Local Authorities who collaborate around the purchase of goods and services.
"Non-Commercial Considerations"	<p>The following are a list of Non-Commercial Considerations:</p> <ul style="list-style-type: none"> (a) the terms and conditions of employment by contractors of their workers or the composition of, the arrangements for the promotion, transfer of or the other opportunities afforded to, their workforces ("workforce matters"); (b) whether the terms on which contractors Contract with their sub-contractors constitute, in the case of Contracts with individuals, Contracts for the provision by them as self-employed persons of their services only; (c) any involvement of the business activities or interests of contractors with irrelevant fields of Government policy; (d) the conduct of contractors or workers in industrial disputes

	<p>between them or any involvement of the business activities of contractors in industrial disputes between other persons ("industrial disputes");</p> <p>(e) the country or territory of origin of supplies to, or the location in any country or territory of the business activities or interests of, contractors;</p> <p>(f) any political, industrial or sectarian affiliations or interests of contractors or their directors, partners or employees;</p> <p>(g) financial support or lack of financial support by contractors for any institution to or from which the authority gives or withholds support;</p> <p>(h) use or non-use by contractors of technical or professional services provided by the authority under the Building Act 1984.</p>
<p>"Open Procedure"</p> <p>"PAS 91 PQQ"</p>	<p>Workforce matters and industrial disputes, as defined in paragraphs (a) and (d) cease to be non-commercial considerations for the purposes of s17(5) Local Government Act (LGA) 1988 and part 1 of the LGA 1999 (Best Value); or where there is a transfer of staff to which the Transfer of undertakings (Protection of Employment) Regulations 2006 ("TUPE") may apply.</p> <p>A one-stage procurement where there is an open advert and any potential supplier can access and submit a tender to be evaluated.</p> <p>Prequalification questionnaire to be used for all procurements for works that are between the Service and Supplies threshold and the Works threshold. A template is available on request from the Procurement Office.</p>
<p>"Procurement Toolkit"</p> <p>"Public Procurement Procedure"</p> <p>"Purchase Order"</p> <p>"Quotation"</p> <p>"Restricted Procedure"</p> <p>"Runnymede Borough Council Terms and Conditions"</p>	<p>A guide to procurement providing help and advice in the procurement processes along with supplying template documents, useful forms and sample documents to assist Officers in running their own procurement projects.</p> <p>The procedure required whereby the Total Value of a Contract exceeds the Threshold.</p> <p>A document sent from the council as a buyer to a supplier with a request for an order, indicating types, quantities, and agreed prices for products or services. Once the order is accepted by the seller it becomes a Contract binding on both parties. The council's Terms and Conditions will govern the terms of the supply of goods and services ordered under a Purchase Order unless a standard form or bespoke Contract has been entered into prior to the issuing of the Purchase Order.</p> <p>A written quotation of price and goods/services to be provided.</p> <p>A two-stage procurement, where the advert invites potential suppliers to submit a Selection Questionnaire and only those that meet the selection criteria are then shortlisted and permitted to submit a tender for evaluation. The PCR 2015 (as amended) only permit this procedure for above Threshold procurements.</p> <p>The council's Terms and Conditions for the supply of goods and services using Purchases Orders. Supplier's accepting Purchase Orders are deemed to have accepted the terms and conditions. A copy of the Terms and Conditions can be found on the council's website at https://www.runnymede.gov.uk/tandcs.</p>

"Selection Criteria"	The criteria by which Tenderers are chosen to be invited to submit Quotations or Tenders, where a Restricted Procedure is adopted.
"Shortlisting"	The process of selecting Tenderers who are to be invited to submit Quotations or Tenders or to proceed to final evaluation.
"Sourcing Plan"	A document to be completed by all officers who wish to buy anything with a value of £5,000 or more which will identify the correct route to market for the exercise. For purchases or Contracts with a value greater than £20,833 £25,000 the document must be submitted to the Procurement function for review and sign off prior to commencing a procurement exercise. Available in the Forms section of the Procurement Toolkit.
"SPD"	Single Procurement Document – can be submitted in place of the Selection Questionnaire in a Find a Tender Service procurement exercise and must be accepted. An example document and further instructions as to the use of the document are available on request from the Procurement Office.
"Standard Form Contracts"	Forms of agreement to be used without variation for certain agreed areas of work (Building Services, Engineering Services and Housing Services) with values below £25,000 £20,833. They are administered by Contract Managers, with the formats drafted by Legal Services and subject to annual review and updating.
"Suitability Criteria"	In a single stage procurement the objective criteria, such as financial standing and professional ability, by which Tenders are assessed to determine whether they proceed to be evaluated.
"Tender"	A Tenderer's proposal on price and quality submitted in response to an Invitation to Tender.
"Tenderer"	Any person who asks or is invited to submit a Quotation or Tender.
"Tender Record Log"	The logs kept by Head of Service to record details of Tenders received (see CSO 11).
"Threshold"	The Contract value at which the Public Procurement Procedure must be applied.
"Total Value of the Contract"	The amount payable under the Contract to be used to select the procedure; excluding VAT.
"TUPE" Transfer of Undertakings (Protection of Employment) Regulations	Subject to certain conditions, these regulations apply where responsibility for the delivery of works or services for the council are transferred from one organisation (e.g. private contractor, local authority in-house team) to another (e.g. following a 'contracting-out' or competitive tendering process) and where the individuals involved in carrying out the work are transferred to the new employer. These regulations seek to protect the rights of employees in such transfers enabling them to enjoy the same terms and conditions, with continuity of employment, as existed with their former employer. Broadly, TUPE regulations ensure that the rights of employees are transferred along with the business.
"Works Order"	A document issued by the council (typically used in Housing Maintenance and Building Services) to a contractor with details of the works to be carried out, indicating types, quantities, and agreed prices for products or services. Once the order is accepted by the contractor it becomes a Contract binding on both parties. The council's Terms and Conditions will govern the terms of the supply of goods and services unless a standard form or bespoke Contract has been entered into prior to the issuing of the Works Order.

SECTION A

1. Scope and Purpose

- 1.1 These Contract Standing Orders (CSOs) aim to promote good procurement practice, public accountability, prevent corruption and provide protection for staff against allegations of impropriety. The council should only enter into *written* rather than oral Contracts unless there are exceptional circumstances e.g. to deal with an emergency.
- 1.2 All procurement exercises must:
- Achieve best value for money;
 - Be consistent with the highest standards of integrity;
 - Ensure fairness in awarding public Contracts;
 - Comply with all legal requirements;
 - Support the council's corporate aims and policies.
- 1.3 A Contract for the purposes of these CSOs is any arrangement made by, or on behalf of, the council for the carrying out of works or for the supply of goods, materials or services, for example:
- the supply or sale of goods;
 - hire, rental or lease of goods or equipment; and
 - the delivery of services.
- 1.4 The term Contract also includes arrangements where the council is supplying goods, works or services.
- 1.5 Contracts must comply with these CSOs, irrespective of the method of funding (e.g. capital, revenue, sponsorship, donations or grant monies from a third party).
- 1.6 The following Contracts are excluded from the provisions of the CSOs:
- (a) contracts of employment, which makes an individual a direct employee of the council;
 - (b) agreements for the acquisition, disposal, or transfer of land (See Standing Orders for Acquisition Disposal of Land Property Part 4 Council Constitution);
 - (c) contracts entered into by or on behalf of Legal Services for the appointment of Counsel and/or External Solicitors and/or Experts; or
 - (d) loans to or from banks or other financial institutions;
 - (e) provision of emergency accommodation as required by the Homelessness Act;
 - (f) subscriptions to magazines/publications/online resources/professional journals/professional memberships.
 - (g) appointments for appointed persons for the purpose of Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015
- 1.7 A Procurement Toolkit is available in the Procurement section of the Runnymede Borough Council Staff Web Pages. The toolkit can be used to assist in any tendering exercises. It covers everything from pre-procurement considerations right through to putting Contracts in place and

the subsequent reporting requirements. There are templates and forms available as well as a number of sample documents to help guide Officers in completing their own tender documents.

2. General Requirement

2.1 Classification and Valuation of Contracts

The Total Value of the Contract should be calculated by reference to the following (where one or more apply use the higher value):

- (a) for fixed term Contracts the total price expected to be paid during the whole of the Contract period, including possible extensions For example if the Contract is fixed term for three years it will be the estimated annual value times by 3; if however the Contract allows for a possible extension of 2 years the Contract value shall be the annual value times 5 regardless of whether the extension will be utilised or not.;
- (b) where the Contract period is uncertain, multiply the price expected to be paid each month by 48 (where the value exceeds the Threshold, other rules apply and you should seek advice from Procurement Services);
- (c) if the Contract involves a series of separate transactions for the same type of item, the 'Total Value of the Contract' is the expected aggregate value of all those transactions in the coming 12 months. For example if the Contract is to change light bulbs, it is the estimated number of light bulbs estimated to be required to be changed within a 12 month period.
- (d) for feasibility studies, when the contractor may potentially also carry out the work, it is the value of the scheme or Contracts which may be awarded as a result.

A Contract Manager must not select a method for calculating the Total Value of the Contract in order to avoid the application of these CSOs.

- 2.1.1 A Sourcing Plan should be completed for every procurement as soon as the need to purchase goods, works and services arises to assist with calculating the total Contract value and the procurement route necessary. Sourcing Plans for Contracts with a total Contract value above ~~£25,000~~~~20,833~~, must be submitted to the Procurement Office for review prior to a procurement exercise being undertaken.

2.2 Summary of procurement process to be followed according to value for the purposes of these CSOs.

Total Contract Value (excluding vat)	Procurement Process Required:	Type of Contract
Up to £5,000.00	One written quote	Purchase order using the council's Terms and Conditions
Between £5,000.01 and £25,000 20,833.00	3 quotes obtained via the council's e-tendering system	Purchase order using the council's Terms and Conditions depending on the nature of the procurement (pending discussions with the Procurement Office and Legal Team) or Standard Form of Contract or Bespoke Contract if amends to the council's standard terms and conditions are required
Above £25,000 20,833.00	Sourcing Plan to be completed and submitted to corporateprocurement@runnymede.gov.uk Tender process via the council's e-tendering system; legal obligation to publish opportunity and contract award on Contracts Finder	Bespoke Contract only
Above £100,000.00	Sourcing Plan to be completed and submitted to corporateprocurement@runnymede.gov.uk Tender process plus approval from the relevant committee for the budget and procurement process	Bespoke Contract only
Above Threshold for Supplies, Services or Works	Sourcing Plan to be completed and submitted to corporateprocurement@runnymede.gov.uk Find a Tender Service (FTS) process	Bespoke Contract only

Please refer to the relevant Procurement Toolkit for process maps for each threshold

2.3 Guiding Principles

- (a) All Contracts must be let in accordance with these CSOs unless an exemption under 2.6 below has been granted.
- (b) The Public Contract Regulations 2015 as amended by the Public Procurement (Amendment etc.) (EU Exit) Regulations 2019 and Public Procurement (Amendment etc. (EU Exit) (No. 2) Regulations 2019 ('Withdrawal Regulations') (SI 2015/102) ('the PCR 2015 (As amended)') are domestic UK legislation which apply completely to the council as an English local authority. The PCR 2015 (as amended) set out detailed procedures for the award of Contracts where the Contract value equals or exceeds the specific thresholds shown in the table below. The threshold values stated below exclude VAT. The PCR 2015 (as amended) also impose certain requirements on below threshold procurements.

Other public sector contracting authorities	Supplies	Services	Works
	£177,898	£177,898	£4,447,448

- (c) The council's e-tendering system – In-Tend - must be used for all procurement exercises with a value in excess of £5,000.00 unless in exceptional circumstances a justification not to use it has been approved via a waiver to CSOs by the Procurement Office or Corporate Head of Law and Governance.

2.4 Exemptions from advertising requirements

The following may be excluded from advertising and other requirements under these CSOs, although the requirement for achieving best value shall still apply:

- 2.4.1 Contracts made via a local authority purchasing consortium or Framework and may include Contracts above the Threshold if the consortium or the framework has been awarded in accordance with EU Public Procurement Directives implemented as the PCR 2015 (as amended) for England.
- 2.4.2 Contracts entered into through sub-regional working or collaboration with other Local Authorities or public bodies, where a competitive process has been followed that complies with the CSOs of the lead organisation will be deemed to comply with these CSOs.
- 2.4.3 Collaborative proposals for joint working or shared services with other public authorities which the Corporate Head of Law and Governance has approved as meeting the conditions set out in 2.4.4 below.
- 2.4.4 The principal activity of the collaborative arrangement is the provision of services back to the participating authorities:
- the collaborating public authorities when acting together exercise the same kind of control over the service provision as they would over in-house service provision; and
 - there is no independent or private sector partner involved in the collaborative arrangement.
- 2.4.5 Where it can be clearly demonstrated that goods or services can only be provided by a single source, an exemption to advertising requirements may be requested via the waiver to CSOs process (2.6).

In all instances, advice should be sought from the council's Legal Services or the Procurement

Office.

2.5 Approvals

- a) Procurement can only occur if there is a budget allocation or express approval by the relevant Committee. All Contracts must be appropriately authorised by the relevant Committee or in accordance with the council's Scheme of Delegation before a procurement process is begun.
- b) For procurements with a value in excess of £100,000.00:
 - i. Contract Managers must seek approval from the relevant Committee for the procurement route and estimated total Contract value prior to the procurement exercise commencing;
 - ii. if, after evaluation of tender responses, the actual Contract value is less than or equal to that agreed by Committee for the procurement, Contract Managers must report to the relevant Committee the award of the Contract to the successful tenderer as information only;
 - iii. if, after evaluation of tender responses, the actual Contract value is greater than that agreed for the procurement or there has been a substantial modification to the specification or terms and conditions of Contract, Contract Managers must request the approval of the procurement outcome at the relevant Committee prior to Contract award notification.
- c) All Contracts must be in written form and once the terms and conditions are agreed should be submitted to the appropriate person for signature. The written formalities must be completed before the Contract is due to start.

2.6 Exemptions

- 2.6.1 Subject to any legal requirements, any requirement of these CSOs may be waived with the consent of the relevant Committee or via the waiver to CSO process. The Procurement Office administers the process and further information is available in the Procurement Toolkit. The Procurement Manager will assess waiver applications and if the grounds for the waiver are deemed appropriate, waivers will be approved by either the Procurement Manager or the Corporate Head of Law and Governance. Additional approval as detailed in the process may be required from the Chief Executive or the Assistant Chief Executive who may authorise other officers to exercise all or part of these powers on their behalf.
- 2.6.2 An application for a waiver shall:
 - (a) be submitted in writing to corporateprocurement@runnymede.gov.uk;
 - (b) set out clearly the reasons for requiring the waiver and indicate the time period the waiver will apply for;
 - (c) provide an action plan to resolve the requirement for a further waiver at the end of the time period;
 - (d) show how the proposal complies with any applicable law, demonstrates propriety, value for money and support for the council's objectives.
- 2.6.3 Where an exemption from competition requirements is necessary because of an unforeseeable emergency involving immediate risk to persons, property or serious disruption to council services, the relevant Officer must report as soon as practicable following the event to the Procurement Office (corporateprocurement@runnymede.gov.uk) and one of the following, the Chief Executive, Assistant Chief Executive or the Corporate Head of Law and Governance. Any Contract entered into for these purposes should be the minimum required to

remove the immediate risk to persons or property or to reduce the disruption to council services to a manageable level.

2.7 Contract Formalities, Sealing and Register

2.7.1 Where a Purchase Order is used as the Contract using the council's Terms and Conditions for values under ~~£25,000~~20,833.00, the authoriser of the Purchase Order must have the required delegated authority for the Contract value as required by the Financial Regulations.

2.7.2 All other Contracts shall be signed by the council as follows:

Contracts up to
~~£25,000~~20,833.00

Signed by the relevant Head of Service or above.

All Deeds and Contracts over
~~£25,000~~20,833.00 or
circumstances under 2.7.4
below

Under the common seal of the council and witnessed (signed) by
the Chief Executive or Corporate Head of Law and Governance.

2.7.3 All Contracts must be concluded formally in writing and signed by both parties before the supply, service or construction work begins, except in exceptional circumstances, and then only with the consent of the Chief Executive, Corporate Head of Law and Governance or Assistant Chief Executive.

2.7.4 The council's Legal Services are responsible for securing signature of the Contract and must ensure with the assistance of the Contract Manager that the person signing for the other contracting party has authority to enter into a legal agreement.

2.7.5 A Contract must be sealed where:

- the council wishes to enforce the Contract more than six years after its end;
- there is no consideration or the price paid or received under the Contract is nominal and does not reflect the value of the goods or services.

2.7.6 Following award of any Contract, in excess of £5,000.00 the Contract Manager must provide Contract information required by the council's Procurement Office for entry onto the Contracts Register which is found on the council's website.

- If the Contract has been procured via the e-tendering system, the Contract Manager must provide the Contract Information by entry within the system.
- If a waiver to use the e-tendering system has been approved, Contract information must be provided to the Procurement Office on Contract award.

2.8 Contract Documents

2.8.1 All Contracts irrespective of value, shall clearly specify:

- details of supply/service or work;
- the price to be paid and the timing/frequency;
- Contract start and end date including any provision for extension; and
- liquidated damages (if applicable) and termination provisions.

- 2.8.2 The terms and conditions of all Contracts over £5,000.00 must have been either drafted or approved by the council's Legal Services unless using the council's Terms and Conditions fulfilled by a Purchase Order. Standard Form Contracts should be reviewed and updated annually by the Corporate Head of Law and Governance to ensure compliance with any legal changes and that they meet the council's needs.

2.9 Record Keeping:

Contract Managers shall ensure that the following records are kept:

- 2.9.1 successful Tenders - the Contract and any relevant correspondence and records (e.g. any documents which might have a bearing on the way the Contract is interpreted) for at least 6 years after the Contract comes to an end. If made as a deed / under seal they must be kept for at least 12 years;
- 2.9.2 unsuccessful or late Tenders – for at least 3 years from the date of award of the Contract;
- 2.9.3 original Contracts – unless they are in the council's Standard Form or a Purchase Order, Legal Services shall be responsible for retaining original Contracts. Standard Form Contracts shall be retained by Contract Managers for 6 years after the Contract comes to an end.

2.10 Contract Management, Evaluation and Review

2.10.1 For all Contracts, Contract Managers should:

- ensure that appropriate risk assessments are in place at all times during the life of the Contract;
- for any risks identified as part of the risk assessment, ensure appropriate actions are put in place to manage them;
- regularly monitor performance;
- regularly monitor compliance with programme, specification and Contract;
- regularly monitor estimated final cost compared to budgets;
- regularly monitor any value for money requirements;
- regularly monitor user satisfaction and risk management;
- review and action Contract end dates in a timely manner to allow sufficient time to review options for Contract extension or to run a procurement exercise prior to the end date.

2.10.2 If any Contract requires a project management role the Contract Manager must discharge that role or appoint a named person to carry out that role.

2.10.3 Officers involved in any construction/building related procurement must check to determine whether the Construction (Design and Management) Regulations 2015 (CDM 2015) apply and comply with those requirements accordingly.

2.11 Insurance

2.11.1 Contractors must provide a copy of the relevant insurance schedule or a letter from their insurance broker as evidence that the required policy(ies) is in date and has the required limit of liability.

2.11.2 If a Contract is continuing after expiry of the initial policy, Contract Managers must request evidence of the updated policy in the form stated in 2.11.1 above.

2.11.3 Public Liability Insurance

All contractors must have a current policy of public liability insurance in place with a minimum limit of liability of £5million. In the case of building or construction work Contracts, the minimum limit of liability should be £10million. In exceptional circumstances, lower limits may be considered in consultation with the council's Insurance Officer who will advise accordingly.

2.11.4 A contractor's insurance policy must include an "Indemnity to Principal" clause. This ensures that the Principal i.e. the council, is indemnified as if it were the insured.

2.11.5 Employers' Liability Insurance

The Employers' Liability (Compulsory Insurance) Act 1969 states that all employers are required to have a minimum limit of liability of £5million. In practice, most insurance companies write employers' liability policies with a minimum limit of £10million. However, contractors should be required to have at least the statutory minimum of £5million.

2.11.6 Professional Indemnity Insurance

Professional Indemnity insurance indemnifies a contractor against claims for financial loss arising out of a Contract which may occur as a consequence of poor or incorrect advice or errors or omissions committed by the contractor. We will require this from contractors whose service comprises or includes the giving of professional advice e.g. consultants.

2.11.7 If Professional Indemnity insurance is needed, a limit of £1million may be sufficient. However, when considering the level of Professional Indemnity insurance required, Officers must consider the potential financial loss to the council in the event that the contractor commits an act or omission leading to a claim. The actual value of a Contract does not necessarily have a direct correlation to the nature and size of a claim that might arise. If Officers are in doubt, they must seek the advice of the council's Insurance Officer.

2.11.8 Additional types of insurance cover may also be required, for example, Product Liability cover where food or materials are supplied by a contractor, it would be normal for a contractor to have a "combined liability" policy which covers both public and products liability. If Products liability is a stand-alone policy, a minimum limit of liability of £2 million would be required.

2.11.9 Officers must seek the advice of the council's Insurance Officer if they are in any doubt regarding insurance requirements.

Summary of minimum insurance levels required:

- Public Liability £5m (unless filming on RBC owned land; then £10m)
- Employer liability £5m
- Professional Indemnity £1m
- Product Liability £2m
- Official Indemnity £1m

SECTION B Officers' Responsibilities

3.1 General

- 3.1.1 All Officers and any Agents or Consultants acting on their behalf must comply with these CSOs, Financial Regulations, the Code of Conduct for Staff and with all legal requirements. They must also comply with any Codes of Practice, guidance and instructions, which may be issued regarding contractual arrangements by the Procurement Office, Chief Executive, Assistant Chief Executive or Corporate Head of Law and Governance.
- 3.1.2 All Officers must have regard in particular to paragraph 12 (gifts and hospitality) in the Code of Conduct for staff and must not invite or accept any gift or reward in respect of the award or performance of any Contract. It will be for the Officer to show that anything received was not received corruptly. High standards of conduct are obligatory. Corrupt behaviour is a crime, which may lead to prosecution and will lead to disciplinary proceedings and possible dismissal.

3.2 Contract Managers must, in relation to Contracts for which they are responsible:

- (a) ensure they have all appropriate approvals before seeking any quotes or tenders or awarding a Contract;
- (b) seek all necessary legal, procurement, financial, risk management and technical advice in good time;
- (c) ensure there is sufficient budgetary provision before awarding any Contract;
- (d) comply with the requirements of these CSOs and observe any Codes of Practice, guidance or instructions relating to contracting matters issued by the Procurement Office, Chief Executive, Corporate Head of Law and Governance and Assistant Chief Executive;
- (e) ensure council suppliers have sufficient insurance cover appropriate to the Contract (see paragraph 2.11 above) and the advice of the council's Insurance Officer;
- (f) ensure a record is kept for every Contract of the method for obtaining bids/tenders' and the reasons for it; any exemption from CSOs together with the reasons for it; and the award criteria;
- (g) ensure that where an employee of the council or its contractor may be affected by any transfer arrangement, TUPE and related issues are considered before proceeding with inviting Tenders or quotations;
- (h) upload Contract information on the e-tendering system including name and nature of the Contract, the proposed date of award, duration and value. This provides the data required by the Transparency Code 2015 and is mandatory for all Contracts above £5,000.00;
- (i) review Contract end dates and action as appropriate to ensure contractual arrangements are in place at all times during the supply period or period of service provision.

3.3 Corporate Heads must in relation to their Service:

- (a) ensure all Contract Managers:
 - comply with CSOs;
 - are sufficiently skilled in procurement matters to fulfil the duties of their post;

- complete any required learning and development.
- (b) ensure there are effective systems in place to control budgets properly;
 - (c) ensure there are effective Contract management arrangements in place for all Contracts;
 - (d) provide any information requested by the Procurement Office, Assistant Chief Executive or the Corporate Head of Law and Governance regarding their Contracts.

3.4 Codes of Practice and training

The Procurement Office, Chief Executive, the Corporate Head of Law and Governance and the Assistant Chief Executive may:

- (a) issue Codes of Practice, guidance and instructions on any matters which are relevant to contracting arrangements;
- (b) specify the approved learning and development requirements in procurement matters that Officers must complete to meet the minimum competency standards to fulfil their duties under CSOs.

3.5 Record keeping

The Corporate Head of Law and Governance shall:

- maintain central registers of all Contracts completed underhand or seal and arrange for the safekeeping of such Contracts on council premises.

Corporate Heads/Directors shall:

- arrange for the safe-keeping of Contracts signed under their delegated authority.

SECTION C – The Contracting Process

This section sets out in more detail the requirements to be met when dealing with a Contract that has a value exceeding £5,000.00:

4. Steps Prior to Purchase (reference Procurement toolkits and process flowcharts)

4.1 Before beginning a procurement exercise, Contract Managers must:

- (a) consult the Procurement Office before commencing a procurement exercise;
- (b) assess the need for the expenditure;
- (c) define the objectives of the procurement;
- (d) calculate the Total Value of the Contract (refer to 2.1) by completing the Sourcing Plan to establish the value. If above £~~25,000~~~~20,833~~.00, it must be submitted to Procurement for consideration by the Procurement Board prior to a Procurement exercise being undertaken;
- (e) Ensure that the appropriate authority is in place to start the process (refer to 2.5) and that the budget covers the whole-life financial commitment being made (including any Consultant's or other external charges or fees);
- (f) ensure sufficient legal, procurement, finance, risk management and technical support is available throughout the entire procurement process;
- (g) ensure sufficient resources will be available (i.e. people with sufficient skills and capacity) to manage the Contract once it has been let, and
- (h) draft a specification setting out details of the goods and/or services required; how and when they shall be supplied;
- (i) ensure that an Invitation to Tender is drafted.

4.2 Contract Managers in collaboration with the Procurement Office must:

- (a) where no suitable council services are available, carry out an options appraisal to decide the best way to achieve the purchasing objective, including internal or external sourcing, partnering, and collaborative procurement arrangements with another public authority or government department;
- (b) consult users where appropriate about the proposed procurement, Contract standards, performance and user satisfaction monitoring;
- (c) assess the risks and how to manage them; and
- (d) agree with the Corporate Head of Law and Governance, the approved form of Contract to be used for the type of transaction and the terms and conditions that are to apply to the proposed Contract. Wherever possible, the council should determine the standard form of Contract to be used or use terms and conditions of Contract drafted by the council's Legal Services.

Pre-Tender Market Research and Consultation

4.3 Contract Managers in collaboration with the Procurement Office may consult potential suppliers prior to the issue of an Invitation to Tender in general terms about the nature, level and standard of the supply, Contract packaging and other relevant matters. Records must be kept of this consultation.

4.4 Contract Managers may seek or accept technical advice on the preparation of a specification from anyone who may have a commercial interest in bidding/tendering for the Contract provided that it does not prejudice the equal treatment of all potential Tenderers and distort competition. Records must be kept of this consultation until the expiry of the Contract.

Prevention of Corruption

- 4.5 An anti-bribery and corruption clause must be inserted into every Contract. The wording of the clause is to be advised by the council's Legal Services.

Every written Contract must state that the council may cancel the Contract and recover any resulting loss from the contractor, if the contractor or anyone acting on his behalf, or his employees (with or without his knowledge):

- i. has improperly offered, given or agreed to give anything to any person in return for doing or refraining to do anything in connection with the obtaining or execution of the Contract or any other Contract with the council, or in return for showing or refraining from showing favour or disfavour to anyone in relation to the Contract or any other Contract with the council;
- ii has, in relation to any Contract with the council, committed an offence under the Bribery Act 2010, or has given any fee or reward the receipt of which is an offence under Section 117 (2) of the Local Government Act 1972.

- 4.6 A non-collusive tendering certificate is to be included with all procurement documentation which must be signed by Tenderers and included with their Tender.

5. Advertising and Assessing Potential Suppliers

5.1 Advertising

- 5.1.1 All proposed Contracts where the Total Value of the Contract is expected to exceed ~~£25,000~~~~20,833~~.00 (excl of VAT) must be advertised on the council's website. The minimum advertising requirements are:

- (a) all Contracts above ~~£25,000~~~~20,833~~.00 must be published on the council's website and Contracts Finder;
- (b) all Contracts exceeding the applicable Public Procurement thresholds must be published to the Find a Tender Service (FTS);

Advertisements for Contracts exceeding the applicable EU threshold should not appear on the council's website until after they have appeared in the FTS.

- 5.1.2 Where Contracts above an estimated total contract value of ~~£30~~~~25~~,000.00 (incl of VAT or ~~£25,000~~ ~~20,833~~—excl VAT at 20%) are advertised, the PCR 2015 (as amended) require that they must also be advertised on Contracts Finder.

5.2 Assessing potential suppliers or contractors

- 5.2.1 Contract Managers are responsible for ensuring that all Tenderers for a Contract are suitably assessed. The assessment process shall establish that all potential Tenderers have sound economic and financial standing and sufficient technical ability and capacity to fulfil the requirements of the council.

6 Framework Agreements

- 6.1 Seek procurement advice before considering the use of a Framework or prior to approaching a Framework provider.
- 6.2 The term of any Framework Agreement must not exceed four years without the written consent of the Corporate Head of Law and Governance.
- 6.3 For Contracts of any value, in the case where more than one framework agreement could be used for the Contract award, the Procurement Office must be consulted in order to conduct a due diligence exercise of the options available and provide a recommendation on the route to take.

6.4 Contracts based on Framework Agreements must be awarded in accordance with the terms laid down in the Framework Agreement whilst ensuring compliance with these Standing Orders and PCR 2015 (as amended). If there is any doubt, contact the Procurement Office or the council's Legal Services.

6.5 The Government's Crown Commercial Service may be used as a source to look for appropriate Framework Agreements with the advice and assistance of the council's Procurement Office.

7. The Appointment of Consultants to Provide Services

7.1 Consultants are subject to the same competition requirements as any other type of Contract and must be selected and commissions awarded in accordance with these CSOs.

7.2 The engagement of a Consultant requires contractual terms and conditions and a specification that adequately describes the scope of the services to be provided, the total cost to be paid and any stage payment arrangements. The engagement shall also be subject to completion of a Contract of appointment.

7.3 Consultants shall be required to provide evidence of and maintain professional indemnity insurance policies to the satisfaction of the council's Insurance Officer for the periods specified in the respective agreement.

7.4 Seek guidance from Procurement or Legal services when considering appointment of Consultant/s to provide services.

8. The Council as a Supplier - providing works, goods or services to external organisations

8.1 The Corporate Director of Resources and the Corporate Head of Law and Governance must be consulted where Contracts to work for organisations other than the council are contemplated.

8.2 Contract Managers shall produce robust business cases for the council acting as a supplier which fully takes into account the costs to the council of delivering the goods, works or services concerned. The financial viability of such business cases must be approved by the Chief Executive and Assistant Chief Executive.

8.3 Contract Managers shall liaise with the council's Insurance Officer to ensure any potential liabilities are sufficiently covered by the council's insurance policies.

8.4 Where the proposed Contract value is likely to be funded by a supplementary estimate outside of the annual planning cycle, before tenders are prepared the Chief Executive, Assistant Chief Executive and the Corporate Head of Law and Governance must jointly approve the business case (unless the Chief Executive Officer has expressly agreed that no Business case is required) including:

- (a) confirming the council can legally enter into the Contract;
- (b) accepting the legality of the charging arrangements; and
- (c) approving the terms and conditions of the proposed Contract.

9. Collaborative and partnership arrangements

9.1 In order to secure value for money the council may enter into collaborative procurement arrangements with other local authorities. The Contract Manager must consult the Corporate Head of Law and Governance and the Procurement Office where the supply of goods and/or services is to be made using collaborative procurement arrangements.

9.2 Collaborative and partnership arrangements include joint working where one partner takes the lead and awards Contracts on behalf of the other partners, long term collaborative partnerships, pooled budgets and joint commissioning.

- 9.3 Collaborative arrangements between public authorities for shared services where the aim of the arrangement is for the participating authorities to be provided with services by each other or through a company wholly owned by the participating authorities rather than by an external provider may fall outside the need for competition.

10. Setting Standards and Award Criteria

- 10.1 The Contract Manager must, before seeking prices, define Selection Suitability and Award Criteria that are appropriate to the procurement and designed to secure an outcome giving best value for money for the council. The basic criterion shall be:

- (a) "most economically advantageous tender, where considerations other than price also apply, for example, quality of goods or services. Although if tendering for simple Contracts where price really is the overall factor, it is possible to use price alone to establish which the most economically advantageous tender is; or
- (b) "highest price" if payment is to be received.

If the first criterion is adopted, it must be further defined by reference to sub-criteria which may refer only to relevant considerations. These may include aspects of Whole Life Costs such as price, service, quality of goods, running costs, technical merit, delivery date, cost effectiveness, quality, relevant environmental considerations (including disposal and recycling costs), aesthetic and functional characteristics (including security and control features), safety, after-sales services, technical assistance, social value and any other relevant matters.

- 10.2 Selection Suitability and Award Criteria must not include:

- non-Commercial Considerations; or
- matters which discriminate against suppliers from signatories to the Government Procurement Agreement.

- 10.3 The regulations prohibit the use of a two stage procurement process for Contracts for Supplies and Services with an estimated value below the Threshold for Supplies and Services (see table in 2.3b).

- 10.4 Any Contracts for Works with a value over the Supplies and Services threshold but under the Threshold for Works may still use a two stage process. In these circumstances Contract Managers must use the PAS 91 Pre-Qualification Questionnaire (PQQ).

- 10.5 Where any other two stage process is permitted, Contract Managers must have regard to the Crown Commercial Service (CCS) guidance for the use of a Selection Questionnaire (SQ) and the CCS SQ template; re-wording of questions is not permitted within Parts 1 and 2 under any circumstances, within Part 3 it is possible to delete questions that are not relevant to the procurement and add questions where necessary.

- 10.6 The Single Procurement Document (SPD) is a reduced format SQ which can be used by tenderers in place of a SQ. It cannot be amended and additional questions cannot be added. It must be accepted if submitted by a tenderer and a tenderer cannot be penalised for submitting the SPD instead of the SQ document issued with the tender documents. The SQ documents issued as part of a tender must highlight areas within them that are not included within the SPD document so that tenderers can respond separately to those questions not covered by the SPD. Regulation 59 of the PCR 2015 (as amended) provides further guidance on the SPD

- 10.7 Full details about the scoring of a SQ, including any weighting and sub-criteria, must be

made known to suppliers at the time of going out to tender, as must any “pass mark” for the SQ. Suppliers should be given details if an unsatisfactory answer to any SQ questions may lead to exclusion, irrespective of the score on the rest of the SQ.

- 10.8 The Contract Manager must notify those Tenderers who are eliminated at the Pre-Qualification (Selection) stage of the process. The letter needs to give reasons why the tenderer was unsuccessful and should be transmitted electronically using In-tend.
- 10.9 Suitability Assessment questions are permitted for all procurements below the Threshold where a two stage process is no longer permitted as long as the following conditions are met:
- must be relevant to the subject matter of the procurement;
 - must be proportionate;
 - can only be used to assess whether minimum standards are met.

It is mandatory for a potential supplier to complete Part 1 and Part 2 of the standard SQ, or the SPD template, for all procurements above Thresholds, therefore Parts 1 and 2 must form the basis of any Suitability Questionnaire used in the Open Procedure.

11. Invitations to Tender / Quotations

- 11.1 All Invitations to Tender or Quotation must:
- a) Specify the goods, service or works that are required, together with the terms and conditions of Contract that will apply; and.
 - b) State that the council is not bound to accept any Quotation or Tender.
- 11.2 All Tenderers invited to Tender or Quote must be issued with the same information at the same time and subject to the same conditions. The PCR 2015 (as amended) state that all procurement documents should be made available by means of the internet from the date of publication of the procurement exercise. In-tend allows for this requirement. Any supplementary information must be given on the same basis.
- 11.3 All Invitations to Tender shall include:
- (a) clear instructions on how and where Tenders are to be submitted, together with the date and time by which they are to be received;
 - (b) a specification that describes the council's requirements in sufficient detail to enable the submission of competitive offers;
 - (c) terms and conditions on which the Contract is let which shall be either in the council's Standard Form Contract, the council's Terms and Conditions by issue of a Purchase Order or a bespoke Contract appropriate to the procurement;
 - (d) a description of the Award Procedure and details of the Award Criteria in objective terms;
 - (e) an outline of the method by which any arithmetical errors discovered in the submitted tenders are to be dealt with. In particular, whether the overall price prevails over the rates in the tender or vice versa; and
 - (f) information on the council's requirement on:
 - i. Confidentiality and Freedom of Information;
 - ii. Publicity;
 - iii. Tenderer Conduct and Conflicts of Interest;

- iv Authority rights;
- v Bid costs;
- vi Guarantees; and
- vii Data protection guidance.

11.4 All Invitations to Tender shall state that any Tender received after the closing date and time stipulated in the Invitation to Tender will be rejected and not considered.

11.5 All Invitations to Tender shall include requirements for Tenderers to:

- (a) declare that the tender content, price or any other figure or particulars concerning the tender have not been disclosed by the Tenderer to any other party (except where such a disclosure is made in confidence for a necessary purpose e.g. legal, financial advice etc.); and
- (b) complete fully and sign all tender documents including a form of tender and certificates relating to canvassing and non-collusion;
- (c) submit Tenders to the council on the basis that they are compiled at the Tenderer's expense.

11.6 No tender will be considered unless submitted through the e-tendering system.

12. Submission, Receipt and Opening of Tenders/Quotes

12.1 Tenderers must be given an adequate period in which to prepare and submit a Tender, consistent with the complexity of the Contract. The Public Procurement Procedure lays down specific time periods.

12.2 All Tenders estimated to be worth £~~25,000~~~~20,833~~.00 or more must be returned in accordance with the system requirements of the e-tendering system. Any tender received outside of the e-tendering system must be rejected and excluded from evaluation.

12.3 All tenders received in the e-tendering system will be locked from access until after the closing date and time. The e-tendering system allows for all bids to be opened and recorded within the system alleviating the need to employ a bid opening committee to sign and witness the opening of bids. For the avoidance of doubt, the Buying Manager or Procurement Officer running the procurement exercise can proceed to open the bids using the electronic opening ceremony independently.

12.4 The arithmetic in compliant Tenders must be checked. If mathematical errors are found, the council must seek clarification from the Tenderer and provide them with an opportunity to amend the error and resubmit the tender.

12.5 The e-tendering system will not allow Suppliers to upload any documents after the stipulated time and date for submission even if they have started to upload their submission if they have not finished it will reject the outstanding information.

13. Clarification Procedures and Post-Tender Negotiations

13.1 Providing clarification of an Invitation to Tender to potential or actual Tenderers or seeking clarification of a Tender whether in writing or by way of a meeting is permitted. All clarifications must be managed through In-tend.

13.2 However, discussions with Tenderers after submission of a Tender and before the award of a Contract with a view to obtaining adjustments in price, delivery or content (i.e. post tender

negotiations) are not permitted. In particular, such negotiations must not be conducted in a Public Procurement Procedure (other than within the provisions of the negotiated, competitive dialogue and innovation partnership procedures) without the agreement of the Corporate Head of Law and Governance.

- 13.3 If, in exceptional circumstances, post tender negotiations appear necessary after a single stage tender or after the second stage of a two-stage tender, then you should take legal advice on whether negotiations are permissible. Normally such negotiations should be undertaken with all those who have met the selection criteria in the original process. During negotiations, the council's requirements set out in the original procedure should not be substantially altered. The prior approval of the Corporate Head of Law and Governance is required to any proposal to negotiate in other circumstances.

14. Evaluation, Award of Contract and Debriefing Tenderers

- 14.1 Apart from the debriefing required or permitted by these CSOs, the confidentiality of Quotations, Tenders and the identity of Tenderers must be preserved at all times and information about one Tenderer's response must not be given to another during the evaluation process.

- 14.2 Quotations and Tenders must be evaluated in accordance with the Award Criteria. During this process, Buying Managers shall ensure that submitted tender prices are compared with any pre-tender estimates and that any significant differences are examined and resolved satisfactorily.

- 14.3 Where the Total Value of the Contract is ~~£25,000~~£20,833.00 or more, Buying Managers must advise all Tenderers in writing of their award decisions. For Contracts that are subject to the Find a Tender Service, this must be in the form of intention to award letters (award notification letters) that are issued simultaneously to all Tenderers using the e-tendering system advising them of the intention to award the Contract to the successful Tenderer and providing them with a mandatory 'standstill period' of at least 10 days in which to challenge the decision before the Contract award is confirmed. Guidance should be sought from the Procurement Office or Legal Services as to what constitutes the start and finish of the standstill period.

- 14.4 Award notification letters must include the following debriefing information, and no additional details should be given without taking the advice of the Corporate Head of Law and Governance:

- (a) how the award criteria were applied;
- (b) the name of the successful Tenderer(s);
- (c) the score/price of the Tenderer, together with the score/price of the successful Tenderer;
- (d) details of the reason for the decision, including the characteristics and relative advantages of the successful Tender; and
- (e) confirmation of the date before which the council will not enter into the Contract (i.e. the date after the end of the 'standstill period').

- 14.5 If a decision is challenged by an unsuccessful Tenderer, after the issue of an award notification letter, then the Contract Manager shall not award the Contract but shall immediately inform the Assistant Chief Executive and the Procurement Office and seek the advice of the Corporate Head of Law and Governance.

15. Local lists

The council does not operate local lists.

All suppliers should be invited to join the South East Shared Services e-sourcing portal (<https://www.sesharedservices.org.uk/esourcing>) which is the supplier's interface with the e-tendering

system. Once registered, local suppliers will be available in the e-tendering system for Contract Managers to select for quotation requests using the Quick Quotes facility.

16. Constructionline

- 16.1 Under these CSOs, Contract Managers requiring construction services who can demonstrate that the response to an open advertisement would generate such a large number of responses that the time spent in evaluating such tenders would be disproportionate to the value of the Contract can use Constructionline to select a restricted number of tenderers to be invited to submit tenders.
- 16.2 Inclusion on the Constructionline register is not guarantee of a contractor's suitability and therefore Contract Managers must carry out independent checks during the tender process.
- 16.3 Officers must rotate the contractors used on Constructionline.
- 16.4 Officers must invite three contractors to tender for Contracts under £~~25,000~~20,833.00 and where the value exceeds £~~25,000~~20,833.00, a sufficient number of contractors to be able to demonstrate that value for money is being obtained.

17. Liquidated Damages and Security

- 17.1 The relevant Contract Manager must consider the following matters before tenders are invited.
- 17.2 If a Contract has a value of £~~25,000~~20,833.00 or more or there are concerns with the potential performance of the services required under the Contract, the relevant Corporate Head must consider whether a liquidated damages clause is necessary. For this purpose, he may consult the Corporate Head of Law and Governance and Assistant Chief Executive.
- 17.3 If the relevant Corporate Head requires, and if the Corporate Head of Law and Governance considers it legally practicable, such a Contract must provide for the contractor to pay liquidated damages if he fails to complete it in the stated time. The method of calculating damages is to be fixed by the Corporate Head of Law and Governance after considering advice from the relevant Contract Manager and the Assistant Chief Executive.
- 17.4 The council may require a contractor to give security via a performance bond or parent company guarantee for the performance of any Contract.

18. Requirements for Contracts

- 18.1 Every Contract to which these CSOs apply must:
 - (a) be in writing in a Purchase Order, Standard Form Contract or bespoke Contract form approved by the Corporate Head of Law and Governance. The Corporate Head of Law and Governance may require this document to be under seal;
 - (b) state what is to be supplied or done, the price and any discount or deductions, the time within which the Contract is to be performed, and any other agreed terms;
 - (c) state that if the contractor fails to perform his obligations within the time allowed, the council in addition to any other remedies, may:
 - i) determine the Contract, either wholly or partly, and
 - ii) do whatever is necessary to make good the contractor's default, and
 - iii) recover from the contractor the expense of doing so, to the extent that it exceeds the Contract sum.
- 18.2 In the case of Contracts for physical works or services the Contract Manager must ensure that the Contract requires the contractor to advise the council as to whether the contracted works or

services ("the Contract"), and any facility, system or equipment used by the council to which the Contract relates, accord with the requirements of best modern safety practice.

19. British Standards

- 19.1 Every Contract for goods, materials or work must comply with any relevant standards or ISO Standards or Standard Code of Practice in force at the date of tender. Relevant required Standards should form part of the Specification.

20. Additional Work not contracted for

- 20.1 If the relevant Corporate Head/Director is satisfied that a need for additional works, service or supply has arisen due to unforeseen circumstances during the carrying out of a Contract, and that:

- (a) works, service or supply can be procured under the terms of the existing Contract;
- (b) it is nevertheless of the same type as that being provided by the existing contractor, and has arisen as part of the same set of circumstances as gave rise to the existing Contract;
- (c) the additional works, service or supply is necessary, is correctly specified, and does not amount to more than 15% of the existing Contract sum for the works and 10% of the existing Contract sum for the service or supply in estimated value;
- (d) the existing contractor is to carry out the works, service or supply to the required standard;
- (e) it is in the best interests of the council to agree with the existing contractor for the new works, service, or supply; and
- (f) budgetary provision exists;

then a waiver to CSOs is not required.

- 20.2 In the event the additional works amount to more than 15% of the existing Contract sum, or additional service or supply amounts to more than 10% of the existing Contract sum, AND/OR the additional works, service or supply do not comply with all of para 20.1 above, then a waiver must be sought (para 2.6) and subject to approval, the council may negotiate the terms with the existing contractor to carry out the new works, service or supply. The advice of the Corporate Head of Law and Governance must be followed as to how best to document the new contractual terms.

- 20.3 After the waiver is approved following compliance with para 20.2 and the Contract is modified by Legal, the relevant Corporate Head/Director must advise Corporate Procurement who will send a notice to that effect in accordance with Regulation 51 of PCR 2015 (as amended) for publication in OJEU/FTS (Find a Tender) if the existing Contract was tendered using OJEU/FTS tender process.

21. Nominated Sub-contractors and suppliers

Where a sub-contractor or supplier is to be nominated to a main contractor and the estimated value of the sub-Contract, or goods to be supplied, is more than £25,000~~20,833~~.00 then:

- (a) at least three tenders for the nomination must be invited in accordance with one of the methods set out in these CSOs;
- (b) the provision of these CSOs relating to insurance, bribery and corruption apply to such tenders;

- (c) the invitation to tender must require the tenderer to undertake that he will enter into a Contract with the main contractor which includes an obligation to indemnify the main contractor in respect of matters included in the sub-Contract;
- (d) any Contract shall contain a term that the main contractor shall make available on demand to the council all documents associated as to the appointments of any sub-contractor.

However, where in the reasonable opinion of the relevant Corporate Head of Law & Governance and the Assistant Chief Executive it is not practicable to obtain such competitive tenders, this CSO will not apply.

22. Authorisation of payments, claims etc.

In relation to Contracts for building, constructional or engineering work:

- 22.1 payments to contractors on account of Contracts may be made only on a certificate issued by an Officer (or private architect, engineer or Consultant) authorised by the council to do so. Payments must not be made before Contract documentation has been executed except with the agreement of the Corporate Head of Law and Governance and Assistant Chief Executive.
- 22.2 subject to the provisions of the Contract, every extra or variation must (unless otherwise evidenced to the satisfaction of a duly authorised Officer) be authorised in writing by the duly authorised officer (or private architect, engineer or Consultant) or other person who may be nominated for the council under the Contract. The authorisation must state the cost of the extra variation or, if this is impossible, an enforceable mechanism (such as a schedule of rates) by which the cost will be calculated. If the estimated cost of the Contract is likely to exceed the authorised budget by more than £1,000.00, the relevant Corporate Head/Director must report this to the relevant Committee as soon as practicable. Officers should note the need to seek authorisation for additional expenditure from the relevant Committee;
- 22.3 the final certificate of completion of any Contract must not be issued until the duly authorised Officer, private architect, engineer or Consultant has produced to the Assistant Chief Executive a detailed Contract payment proforma in the form required by the Assistant Chief Executive , and has produced all documents required by the Assistant Chief Executive.

Applicable to all Contracts:

- 22.4 in any case where the value of the Contract exceeds £100,000.00 and the total cost will exceed the approved Contract sum by more than 5%, the relevant Corporate Head must before payment submit the final account to the Assistant Chief Executive, who will arrange for its examination and make all such enquiries and receive such information and explanations as may be required in order to be satisfied as to the accuracy of the account. It is the responsibility of the relevant Corporate Head to provide all necessary papers and information for this purpose, to the requirements of the Assistant Chief Executive and in good order;
- 22.5 where the total cost of any Contract exceeding £100,000.00 in value exceeds the approved Contract sum by more than 5%, the relevant Corporate Head must also report on the cost to the relevant Committee, after agreement of the final account. Where it is apparent earlier that this will be the case, the relevant Corporate Head must consider the advisability of reporting at that stage instead;
- 22.6 if a Contract has been awarded on a term or call-off basis, the relevant Corporate Head and Contract Manager must ensure that the cumulative cost is monitored and that any necessary virements or supplementary estimates are sought in accordance with the Financial Regulations reproduced in this Constitution;
- 22.7 claims from contractors in respect of matters not clearly within the terms of any existing Contract must be referred to the Corporate Head of Law and Governance for consideration of the council's legal liability. Where necessary, the Assistant Chief Executive must be consulted in respect of the financial considerations before a settlement is reached;

- 22.8 where completion of work or services due under the Contract is delayed beyond the Contract period, the relevant Corporate Head/Director must consult with the Corporate Head of Law and Governance and ensure that any necessary action is taken to claim liquidated damages.

GIFTS AND HOSPITALITY FOR MEMBERS

| Last revised ~~April~~ December 20224

Guidance on the offer, acceptance and declaration of the receipt of gifts and hospitality by elected and co-opted Members

Introduction

This Guidance has been adopted by Runnymede Borough Council (the Council) and provides guidance to Members² on their obligations to declare gifts and hospitality offered and/or received in their capacity as Members of the Council and to provide clarity on those obligations. This includes gifts and hospitality you have been offered but declined to accept it or a gift received but then donated. More detailed guidance follows this summary of the rules. If you require further assistance please contact the Monitoring Officer.

What are the rules?

- You must declare every individual gift or item of hospitality offered and/or received that is over £50 in value.
- Your declaration must be made *within 28 days of the date you were offered and/or received it*, by notifying in writing the Council's Monitoring Officer.
- The details we require you to declare are the date the offer/gift/hospitality was made, who the offer was made by, the reason for the offer if known, its value (approximate if you do not know the actual value) and what action you took. For example, if you accepted the gift/hospitality, accepted it and donated it, or declined.~~You must declare the value and details of the gift or hospitality received.~~
- Even if all Members, or a large number of them, received the same gift or were invited to the same event, they must each make *individual* declaration.
- Every declaration will be entered in the Members' Register of Hospitality/Gifts
- The press and public have the right to be informed of such gifts and hospitality if they make an application under the provisions of the Freedom of Information Act 2000 (You should have this in mind when completing a declaration).

Should I accept gifts and hospitality?

Declaring the receipt of gifts or hospitality received does not automatically mean it is appropriate or sensible to accept them in the first place.

Particular care should be taken in relation to gifts and hospitality offered by current or potential contractors for the Council. In certain cases the acceptance of a gift or hospitality from these sources could constitute a criminal offence, even if declared. If there is any suspicion that any offer is intended as an inducement then the matter should be reported in accordance with established procedures.

The Bribery Act 2010, which came into force on 1 July 2011, creates offences of "bribing another person" (active bribery) and of "being bribed" (passive bribery). The offences consist of "promising, offering or giving" or "requesting, agreeing to receive or accepting an advantage (financial or otherwise)" in circumstances involving the improper performance of a relevant function or activity. In the context of the Council the relevant function or activity means a public activity which a reasonable person would expect to be performed in good faith, impartially or in a particular way by a person performing it in a position of trust. There is a maximum penalty of 10 years imprisonment or an unlimited fine for these offences.

In considering whether to accept gifts or hospitality Members should have regard to the following general principles:

- Never accept a gift or hospitality as an inducement or reward for anything which you do as a Member;
- Only accept a gift if there is a commensurate benefit to the Council;
- Never accept a gift or hospitality which might be open to misinterpretation;
- Never accept a gift or hospitality which puts you under an improper obligation; and
- Never solicit a gift or hospitality.

Must I declare all gifts and hospitality which I receive or am offered?

- You must declare any gifts or hospitality worth over £50 that you receive in connection with your official duties as a Member.
- Where the value of any gift or hospitality is under £50 you may wish to declare receiving it.

Only gifts and hospitality offered to you in your official capacity must be registered. Gifts and hospitality offered to you in your private capacity, of whatever value, should not be declared at all. You do not need to declare gifts and hospitality which are not related to your role as a Member. However, you should always consider whether any gifts or hospitality could be seen as being connected with your role as a Member.

What is the value of the gift/ hospitality?

You may have to estimate how much a gift or some hospitality is worth. It is suggested that you take a common sense approach, and consider how much you reasonably think it would cost a member of the public to buy the gift, or provide the hospitality in question. If as a result you estimate that the value is greater than £50, then you should declare receipt.

Where hospitality is concerned, you can disregard catering on-costs and other overheads, e.g. staff and room hire. If the sandwiches or your meal, including drinks and alcohol, would cost £50 in a comparable establishment providing food of comparable quality, declare it.

If you are not certain whether the value is under £50, the safest course is to declare it and give an approximate value.

What about gifts of low value?

There is no requirement to declare gifts of a value of less than £50. However, in order to be transparent, if you receive a series of related gifts in connection with your role as a Member which are all under £50, but together total above £50, then you should declare them if they are from the same person. If the small gifts received from different persons are connected in some way, it is *good practice* to declare them.

How do I register gifts and hospitality I receive?

You must give the Monitoring Officer written details about the gifts and hospitality you receive or are offered.

The best advice is to get into the habit of registering things as soon as possible, and if in doubt, declare receipt.

Details of gifts and hospitality are publicly available on the website.

Which organisation do I make declarations to?

As mentioned, anything received in your private capacity is not declarable. However, what is your “official capacity”? So far as the Council is concerned it is when you do any of the following -

- You conduct the Council’s business; or
- You conduct the business of the office of Councillor; or
- You act as a formal representative of the Council on another body.

To deal with the issue of when things are received in different capacities or where there are overlapping roles:

- Only declare gifts and hospitality received in your capacity as a Runnymede councillor to the Council’s Monitoring Officer.
- If you receive things in another capacity, i.e. arising from holding another public office, register in accordance with whatever code is in place for that other body. If a particular body

does not actually require you to register anything (e.g. a community association), then you do not need to do anything in respect of the receipt of a gift or hospitality directly attributed to your role within that organisation.

- If you cannot decide what capacity you received something in, e.g. you were invited as both a Councillor and a member of another organisation, provided you declare the gift/ hospitality *at least once* with the body that appears to be the most appropriate, you will have fulfilled your duties. The overriding purpose is public transparency.

What happens if I do not register a gift or hospitality?

Failure to declare the receipt of a gift or hospitality could result in public embarrassment if it becomes known and result in adverse publicity for you and the Council and is a breach of this Protocol.

Which gifts and hospitality are considered acceptable?

Decisions on declarations must be made by individual members. However the Council accepts that in appropriate circumstances Members may choose to accept gifts and hospitality in the following circumstances:

- Civic hospitality provided by another authority;
- modest refreshments received in the ordinary course of duties as a member e.g. at formal meetings or when in contact with constituents;
- Tickets for sporting, cultural events which are sponsored or supported by the Council;
- Small gifts of low intrinsic value i.e. below £50 which are branded with the name of the company or organisation making the gift (e.g. diaries, calendars etc.);
- Modest souvenir gifts with a value below £50 from another public body given on the occasion of a visit by or to that body;
- Hospitality received in the course of an external visit or meeting which has been authorised by the Council. In such cases the arrangements should be made by officers rather than the Members who will be benefiting and hospitality should be commensurate with the nature of the visit; and
- Other unsolicited gifts where it is impracticable to return them or where refusal would in the circumstances cause offence. In such cases you may wish to pass the gift to the Mayor's charitable fund.

Receipt of gifts and hospitality of this type are still subject to the requirements of the Code of Conduct regarding the declaration to the Monitoring Officer of gifts and hospitality of greater than £50 in value. The appropriateness of acceptance should always be considered beforehand. It should also be noted that the mere fact that a gift or hospitality does not have to be declared under the Protocol does not necessarily mean that it is appropriate to accept it.

Guidance on particular gifts and hospitality

Civic Ceremonial

The Council does not consider that the attendance of the Mayor, the Deputy Mayor or any other Councillor as an accredited representative of the Council needs to be notified to the Monitoring Officer under the Protocol. However should any personal gift be offered in such circumstances the approach to be adopted in relation to acceptance must be considered in accordance with this protocol and this guidance.

Ceremonial Gifts

Ceremonial gifts greater than £50 in value offered by visiting delegations from British or overseas public authorities may be accepted on the basis that the gift is made to the Council rather than the individual Councillor. Arrangements should be made for any such gifts which are received to be displayed or kept corporately.

Further assistance

It is each Member's own individual responsibility to observe this Protocol, but the Monitoring Officer and his staff will help where possible. If you have any questions at all please contact the Monitoring Officer for advice and assistance.

MEMBER/OFFICER PROTOCOL

MAY~~APRIL~~ 2023~~19~~

MEMBER/OFFICER PROTOCOL

"No Council can function effectively without a good relationship between its Councillors and its Officers." - The Nolan Report on Standards in Public Life.

1. Introduction

- 1.1 It is often said that "Members create policy and Officers implement it." The relationship between Members and Officers is however more complex and less sharply defined, involving much working together, consultation and discussion.
- 1.2 Runnymede has Codes of Conduct for both Members and ~~s~~Staff, and although ~~th~~ese Codes, of necessity, touch briefly on the relationship between Members and ~~S~~taff, each is essentially self-contained and concerned with its own role. This Protocol is a working document which attempts to bridge th~~at~~^{is} gap.
- 1.3 This Protocol is essentially a guidance note and is not legally prescriptive. It will however be relevant in judging compliance with the Member and Staff Codes of Conduct. Its main purpose is to ensure that all Members are able to receive objective and impartial advice from politically independent staff who are not subjected to any undue influences.

2. Members

- 2.1 Runnymede's "Code of Conduct for Members" places a general obligation upon Members to promote equality by not discriminating unlawfully against any person (on the basis of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation), by treating others with respect, and by not doing anything which compromises or which is likely to compromise the impartiality of those who work for the Council~~Authority~~.

Examples of situations where a a person might be discriminated against unlawfully would be if a Member said they would not accept a request from a resident of particular ethnic background to raise a housing issue on their behalf. Another example would be if a committee of the Council were considering an application for some sort of permission/licence/consent and it decided to refuse the application solely on the basis of the ethnic background of the applicant.

Failure to treat others with respect will occur when unreasonable or demeaning behaviour is directed by one person against or about another. Examples of disrespect in a local government context might include rude or angry outbursts in meetings, use of inappropriate language in meetings or written communications such as swearing, ignoring someone who is attempting to contribute to a discussion, attempts to shame or humiliate others in public, nit-picking and fault-finding, the use of inappropriate sarcasm in communications and the sharing of malicious gossip or rumours.

Examples of compromising the impartiality of those who work for the Council could be a councillor who becomes involved in a social care case on behalf of a constituent during which time they inappropriately seek to influence operational decision-making and send discourteous and disrespectful correspondence to officers. In doing so, they would have lost sight of their overall responsibility to the Council to allow its officers to perform their statutory functions. A councillor who, over a period of time persistently seeks to influence the decisions of officers dealing with a complaint by their children against their local authority tenant neighbour would through their actions have compromised the impartiality of the officers.

- 2.2 Members should not raise matters relating to alleged misconduct or incapability of a member of staff at meetings of the Council, Committee or Sub-Committees, or any other public forum. At such meetings staff often have no acceptable or effective means of responding to such public criticisms. If a Member feels that (s)he has not been treated properly or has any concern about the conduct or capability of a member of staff (s)he should raise these concerns by other means, as mentioned in 2.3 below.
- 2.3 Members are clearly able encouraged to raise operational and service delivery concerns, as well as any unease as to the judgement and competence of any employee. This should be done through the appropriate Corporate Head, the Chief Executive or the Member's political Group Leader who will communicate with the Chief Executive.
- 2.4 A Member should not pressurise a member of staff to do something which the member of staff is not authorised to do, or which (s)he feels is against professional judgement. A Member should not pressurise staff to do something which is outside their normal duties or working hours.
- Examples of pressuring staff to do something which they are not authorised to do would be asking staff to provide personal information about another person when the Councillor has no right to that information, asking staff to grant some form of benefit to a person they are not entitled to or taking some form of action against a person when there are no grounds for doing so.
- Examples of asking staff to do something outside of their normal duties or working hours. This could be asking a member of staff to act a personal driver or cleaner. Alternatively it might be asking a member of staff to run some form of check on a person using systems the council has access to when there is no operational reason for carrying out such a check.
- 2.5 Whilst Members and staff should treat each other with mutual respect and courtesy, Members should not encourage close personal familiarity or engage in social intercourse outside the working environment. If an unavoidable personal relationship exists (either family or social) between a Member and an employee, the Member concerned shall notify the Chief Executive and Group Leader.
- Whilst Members and officers have to work closely together and in order to do so have to establish a relationship they should seek to maintain a professional distance. Close personal familiarity or social intercourse can lead to problems because there is a risk of blurring the boundaries which need to exist to ensure officers remain politically neutral.
- 2.6 Members have the right to inspect background papers and any other public Council documents which contain material relating to any business to be carried out at any meeting of the Council or its bodies. This right does not however entitle Members to inspect exempt or confidential reports or papers. (Committee Members may have greater rights than others in some circumstances). While enquiring as to a document's availability is always acceptable, a Member should be careful that (s)he does not place a member of staff under pressure to provide information which the Member does not have a right to receive. Any dispute should be referred to the Chief Executive or to the Monitoring Officer (the Corporate Head of Law and Governance).
- 2.7 The Chairmen of Committees and Sub-Committees have access to draft agenda items and the opportunity to seek advice and information from staff at pre-meetings ("callovers") held before the Committee or Sub-Committee meeting. Whilst it is clearly important that there should be a close working relationship between Members in leadership positions and senior staff, Members should always respect the impartiality of the staff and not seek to misuse their position of authority. Advice

sought at such meetings from the staff should focus on the matters to be considered, and not party political advantage.

- 2.8 Chairmen should not deliberately withhold relevant information from their Committees or Sub-Committees, once it has been provided by staff. Nor should a Chairman seek to prevent staff giving this information to the Committee or Sub-Committee as their professional judgement sees fit.
- 2.9 Members should not request staff to attend political or party meetings, except in cases where it is clearly understood that staff will be asked to explain or advise on some statutory requirement or some other matter relating to the work or obligation of the Council as a whole. In such cases the impartiality of the staff should be respected, and it should be recognised that the member of staff is under an obligation to provide similar information and advice to Members of other political Groups if so requested or so minded.
- 2.10 As far as possible, Members should seek to communicate with Chief Officers or Corporate Directors/Heads. It is permissible and sensible for Members to seek straightforward factual information from junior staff, and to enquire as to technical or professional matters of appropriately qualified staff whose duties include advising Members. However, anything contentious, or any matter requiring a complex opinion, a value, or a judgement, should be directed to the Chief Officer or Head of the relevant service.
- 2.11 Generally, Members should not do anything which may put the honesty or integrity of a member of staff under pressure, or which may damage public confidence in Officers. In any area of doubt, the matter should be raised with their Group Leader, the appropriate Corporate ~~Directors~~/Heads or the Chief Executive as appropriate.
- 2.12 Where a Chief Officer considers that a disproportionate amount of time is being spent by Officer(s) responding to a Councillor, the relevant Chief Officer will inform the Leader of the respective Group with a view to reviewing the amount of information being requested by the Member in question.

Whilst it is open to a Councillor to raise questions, seek information or raise issues the role of officers is to serve the Council as a corporate body. Decisions and actions have to be approved through the formal decision making processes of the Council. It has to be remembered that in a Committee based system no individual Councillor has authority to make a decision. Decisions are made either by officers exercising delegated powers, by committees exercising their delegated powers or by Full Council.

- 3. Staff
- 3.1 Staff are not responsible directly to individual Members; their primary duty is to the Council as a legal body, and their immediate reporting responsibility is to their manager and thence to their Corporate Head.
- 3.2 It is of the utmost importance that staff are seen to be politically impartial. All staff, whether or not they hold a politically restricted post, must refrain from acting politically, or appearing to be politically motivated, when giving advice or performing their duties on behalf of the Council. Inevitably, though, staff must implement the policies of the Council, which will often be determined politically by the Majority Group, should there be one.
- 3.3 When called upon to give advice to Members, whether in Committee or at less formal meetings, staff should at all times give factual and professional advice relating purely to the business at hand, and must refrain from any kind of political bias or comment. Similarly, all advice and information should be given on the basis that it is freely available to all Members of the Council and not just certain individuals or groups.

- 3.4 Staff must strictly follow the policies of the Council and must not allow their own personal or political opinions to interfere with their work.
- 3.5 Although staff serve the Council as a corporate body, they must treat individual Members with courtesy and respect and remember that they owe equal obligations to all Members of the Council and not just those of the ruling Group.
- 3.6 A member of staff should respect a Member's request for confidentiality when dealing with any legitimately delicate matter. Any written reply to a Member where confidentiality is requested in such circumstances should not be copied to any other Member without the original Member's permission, or in order to comply with an unavoidable legal or professional obligation.
- 3.7 Staff should take special care when dealing with Chairmen and other senior Members, since it would be improper to provide them with information which the member of staff is not prepared to make freely available to other Members of the Council or the relevant Committees and Sub-Committees.
- 3.8 As in the case of Members, staff should ensure that relationships are strictly professional and that they do not engage in over-familiarity. If an unavoidable personal relationship (either family or social) exists, the member of staff should ensure that (s)he gives full information to his Corporate Head (or to the Chief Executive in the case of Corporate Heads).
- 3.9 Staff will observe the guidance set out in the Council's Constitution as to informing and consulting Ward or other Members, using the Council's appropriate pro-forma and/or (where appropriate) e-mail facilities.
- 3.10 Junior staff should remember that Members are encouraged to communicate directly with Chief Officers or Corporate Heads. It is in order for a junior member of staff to give any Member straightforward factual information. It is also in order for professional staff whose duties involve offering advice to Members to give a straightforward professional opinion. However, contentious issues and value judgements should be politely referred to the Corporate Head/Director.
- 3.11 As in the case of Members, staff should take steps to ensure that they do not do anything which might compromise their position or lead to a loss of public confidence in them or the Council.
- 3.12 Staff should refrain from doing anything which publicly impugns the honesty, integrity or competence of any Member. Any matter of concern should be raised with the relevant Corporate Head or the Chief Executive.
- 3.13 It is not acceptable or appropriate for council officers at any level to lobby Elected Members on personal employment issues. If an employee has issues or concerns over any personal employment matter they need to raise it in the first instance with their line manager who will attempt to resolve the matter. If the employee is dissatisfied with the outcome of their discussions with their line manager, they may approach their Trade Union representative or Human Resources. If informal methods have not resulted in a satisfactory resolution to their issue/s, they have the right to raise a grievance if they wish. If Members are ever approached by a council Officer at any level over a personal employment issue they should refer the employee to their line manager to deal with the issue concerned

4 [Timescales for Handling Correspondence from Elected Members](#)

4.1 [Whilst there is no formal expectation on when staff should respond to enquiries from Elected Members, staff will endeavour to provide responses in a timely manner](#)

(ideally within 5 working days), or where this is not possible, indicate to the Member(s) concerned when a full response may be forthcoming.

CODE OF CONDUCT FOR STAFF

Revised April 2019

RUNNYMEDE BOROUGH COUNCIL

CODE OF CONDUCT FOR STAFF

The Council has approved a Code of Conduct for staff to apply to all members of staff. The Code of Conduct is primarily intended to give staff more detailed advice and guidance in what can sometimes be a difficult area for those of us working in the public service and is designed to protect your individual interests as much as the Council's.

The Code gives detailed advice and guidance in a number of specific areas as follows :

Section Subject

1	Standards
2	Disclosure of Information
3	Political Neutrality
4	Relationships
5	Appointments and other Employment Matters
6	Outside Interests
7	Personal Interests
8	Equality Issues
9	Separation of Roles during Tendering
10	Fraud and Corruption
11	Use of Financial Resources
12	Gifts and Hospitality
13	Sponsorship - Giving and Receiving
14	Conference Attendance
15	Use of the Council's Materials etc.
16	Interest of Staff in Contracts
17	Financial Regulations and Standing Orders
18	Politically Restricted Posts - Restrictions on Political Activity
19	Politically Restricted Posts - Declaration of Personal Interests
20	Wills and Legacies.

You should read the attached copy of the Code - further copies are available from Human Resources. If in any doubt as to the meaning of any section, or its precise implications for you, you should seek clarification from your Corporate Head in the first instance. In particular, please note that you are now required to report to Chief Executive full details of:

- a) personal relationships with contractors or potential contractors (Section 4 of the Code);
- b) personal and/or financial interests which could bring about conflict with the Authority's interests, and membership of any external organisation requiring formal membership and commitment of allegiance and with secrecy about its rules or conduct (Section 7 of the Code);
- c) management buy-outs (Section 9 of the Code)
- d) hospitality received and offered (Section 12 of the Code);
- e) potential benefit from or interest in sponsorship by the Authority (Section 13 of the Code);
- f) personal interests in contracts (Section 16 of the Code);
- g) direct and family interests in various matters by holders of Politically Restricted Posts (Section 19 of the Code).

A simple pro-forma for recording details of any of these relationships and interests is available from the Chief Executive's secretary and should be completed as appropriate and forwarded to the CE as soon as possible. The information must be updated as and when circumstances change. Again, if there are any problems (e.g. the extent of detail required) please consult the CE. This information will be held confidentially but may be subject to access by others under Data Protection or Freedom of Information legislation.

The purpose of the Code and the Register is to avoid situations where a member of staff might be unfairly accused of having some potentially conflicting interest in anything he or she may be involved in through their work with the Council. However, as with any matters relating to conduct, a significant breach of the Code of Conduct could, in appropriate circumstances, be subject to the Council's Disciplinary Procedures. Equally, the Council's Grievance Procedure would apply if any member of staff is unhappy at the way the Code is applied in his or her case.

Copies of the Code of Conduct are always available for reference in Human Resources, and all staff should feel free to refer to the Code or to seek clarification on any point at any time or to seek a confidential meeting with the CE on any specific matter arising from the Code. If in doubt on any matter arising from the Code, then it will always be best to seek advice as soon as possible.

RUNNYMEDE BOROUGH COUNCIL

CODE OF CONDUCT FOR STAFF

REGISTER OF INTEREST(S)

Staff should use this form to register with the Chief Executive details of any interest(s) they may have under Sections 4, 7, 9, 12, 13, 16 and 19 of the Code of Conduct for staff. Please note that if in any doubt, advice may be sought (in confidence if required) from the Chief Executive.
This information will be held confidentially but may be subject to access by others under Data Protection or Freedom of Information legislation.

Name

Post

DATE	DETAILS OF INTEREST	SECTION OF CODE

RUNNYMEDE BOROUGH COUNCIL

**INDEX OF STAFF WHO HAVE REGISTERED INTERESTS
IN ACCORDANCE WITH THE CODE OF CONDUCT**

The staff named below have registered interest(s) in Sections 4, 7, 9, 12, 13, 16 and 19 of the Code of Conduct as indicated. Details of each interest are held in the Register of Interest in alphabetical order of name.

This information will be held confidentially but may be subject to access by others under Data Protection or Freedom of Information legislation.

NAME	POST	SECTION OF CODE

RUNNYMEDE BOROUGH COUNCIL

CODE OF CONDUCT FOR STAFF

REGISTER OF GIFTS AND HOSPITALITY

All members of staff are required to declare gifts and hospitality above the value of £50 they are both offered and receive in line with section 12 of the Code of Conduct set out in the Council's Constitution.

Staff should use this form to register with the Chief Executive details of any gifts and hospitality they may have been offered or received. Please note that if in any doubt, advice may be sought (in confidence if required) from the Chief Executive or Monitoring Officer.

Staff are asked to email details of gifts and hospitality within 7 days of their receipt/offer made to the Chief Executive's Personal Assistant, Mary Hewson (in her absence Clare Sykes, Executive Officer), to the Monitoring Officer, Mario Leo, or to Democratic Services (Clare Pinnock).

If a member of staff verbally advises of a gift or hospitality, it is recommended that they follow up with an email to all parties, using this pro-forma.

This information will be held confidentially but may be subject to access by others under Data Protection or Freedom of Information legislation.

Details of gifts and hospitality are kept for a period of 6 years and then confidentially destroyed.

Name

Post

DATE	DETAILS OF GIFT/HOSPITALITY	AUTHORISED BY

RUNNYMEDE BOROUGH COUNCIL

CODE OF CONDUCT

Introduction

The public is entitled to expect the highest standards of conduct from all staff who work for Runnymede Borough Council. Public confidence in staff's integrity would be shaken were the least suspicion, however ill-founded, to arise that they could in any way be influenced by improper motive. This Code outlines existing laws, regulations, standing orders, instructions and conditions of service and provides further guidance to assist and protect staff in their day-to-day work. The Code is produced in the light of the challenges that staff face in the new and more commercially orientated environment. This includes market testing, etc.

Unless stated otherwise failure to follow the various guidelines and requirements could, if proven, result in disciplinary action being taken. It is important, therefore, that staff familiarise themselves with the contents of this Code.

1. Standards

- 1.1 You are expected to give the highest possible standard of service to the public, and where it is part of your duties, to provide appropriate advice to Councillors and fellow staff with impartiality. You will be expected, through agreed procedures and without fear of recrimination, to bring to the attention of the appropriate level of management any deficiency in the provision of service. You must report any impropriety or breach of procedure. Normally this would be to the Line Manager but in exceptional cases may be direct to the Corporate Head or the Chief Executive.

2. Disclosure of Information

- 2.1 It is generally accepted that open government is best. The law requires that certain types of information must be available to Members, auditors, government departments, service users and the public. You must be aware of which information is and is not open, and act accordingly.
- 2.2 The Council's practice is to make as much information available to the public as possible. In preparing committee reports, for example, items should not be made 'exempt', even though this might be technically possible, unless disclosure would prejudice the position of the Council, or the individual or organisation concerned. Whenever possible, such information should be restricted to an exempt appendix. Generally therefore you may release factual information unless
- (i) it is (or is likely to be) the subject of an exempt report
 - (ii) it relates to the personal circumstances of a member of staff, or a member of the public or organisation, or
 - (iii) it is covered by restrictions under the General Data Protection Regulations 2016 and Data Protection Act 2018

Guidance can be obtained from the Corporate Head of Law and Governance.

- 2.3 Particular attention must be paid to requests for statements to the Press and other media. Only the Chief Executive, Corporate Heads, Communications Officer or other specifically authorised staff may make any sort of statement to the media. If information is given, although it may be factually correct, it may well be open to misinterpretation in the form in which it is published or broadcast.

- 2.4 Personal data relating to staff or Councillors must be held in accordance with the Access to Personal Data Protocol (Human Resources Policies & Procedures and in Part 5 of the Constitution) and not passed on to unauthorised persons.
- 2.5 You must not use any information obtained in the course of your employment for personal gain or benefit, nor should you pass it on to others who might use it in such a way.
3. **Political Neutrality**
- 3.1 You serve the Authority as a whole. It follows you must serve all Councillors and not just those of the controlling group, and must ensure that the individual rights of all Councillors are respected. The Council's Member/Officer Protocol should be consulted for fuller information. (Human Resources Policies & Procedures and also contained in Part 5 of the Constitution)
- 3.2 Members should not request staff to attend political or party meetings, except in cases where it is clearly understood that staff will be asked to explain or advise on some statutory requirement or some other matter relating to the work or obligation of the Council as a whole. In such cases the impartiality of the staff should be respected, and it should be recognised that the member of staff is under an obligation to provide similar information and advice to Members of other political Groups if so requested or so minded. Staff can insist on any safeguards necessary to ensure that their political neutrality in Council matters is not put at risk and that their role is not misunderstood. They may seek the advice of the Chief Executive if in any doubt.
- 3.3 Whether or not politically restricted, you must follow every lawful expressed policy of the Authority and must not allow your own personal or political opinions to interfere with your work.
- 3.4 Political assistants appointed on fixed term contracts in accordance with the Local Government and Housing Act 1989 are exempt from the standards set in paragraphs 3.1 to 3.3.
4. **Relationships**
- 4.1 **Councillors**
You are responsible to the Authority through its Senior Managers. For some, your role is to give advice to Councillors and Senior Managers and all are there to carry out the Authority's work. Mutual respect between staff and Councillors is essential to good local government. Close personal familiarity between staff and individual Councillors can damage the relationship and prove embarrassing to other staff and Councillors and should therefore be avoided. The Council's Member/Officer Protocol should be consulted for fuller information. (Human Resources Policies & Procedures and Part 5 of the Constitution)
- 4.2 **The Local Community and Service Users**
You should always remember your responsibilities to the community you serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community as defined by the policies of the Authority.
- 4.3 **Contractors**
All relationships of a business or private nature with external contractors, or potential contractors, must be made known to the Chief Executive. Orders and contracts must be awarded on merit, by fair competition against other tenders, and no special favour shall be shown to businesses run by, for example, friends, partners or relatives in the tendering process. No part of the local community shall be discriminated against.
- 4.4 If you engage or supervise contractors or have any other official relationship with contractors and have previously had or currently have a relationship in a private or domestic capacity with contractors, you must declare that relationship to the Chief Executive.
- 4.5 **Attendance at Outside Functions**

As a general rule it is important that the profile of the Council is well represented both within the community and in the various regional and professional bodies that exist in the public sector. Support of voluntary groups is encouraged by attending AGMs, gatherings, social or other. The important criterion here is to ensure that support is seen to be broadly based and we do not obviously favour one organisation more than another. It makes sense that you avoid being compromised in discussion that may, for example, relate to a potential client's application, assistance in kind or the provision of information gleaned whilst working at Runnymede which may be of a sensitive nature.

5. Appointments and Other Employment Matters

- 5.1 If you are involved in appointments you must ensure that these are made on the basis of merit. It would be unlawful to make an appointment which was based on anything other than the ability of the candidate to undertake the duties of the post. In order to avoid any possible accusation of bias, you must not be involved in an appointment where you are related to an applicant, or have a close personal relationship outside work with him or her.
- 5.2 Similarly, you must not be involved in decisions relating to discipline promotion or pay adjustments for any other member of staff who is a relative, partner, etc. Where appropriate, cases involving a personal relationship must be referred to the Corporate Head or, if involving the Corporate Head, the Chief Executive.
- 5.3 It is not acceptable or appropriate for Council officers at any level to lobby Elected Members on personal employment issues. If an employee has issues or concerns over any personal employment matter they need to raise it in the first instance with their line manager who will attempt to resolve the matter. If the employee is dissatisfied with the outcome of their discussions with their line manager, they may approach their Trade union representative or Human Resources. If informal methods have not resulted in a satisfactory resolution to their issue/s, they have the right to raise a grievance if they wish. If Members are ever approached by a council Officer at any level over a personal employment issue they should refer the employee to their line manager to deal with the issue concerned

6. Outside Interests

- 6.1 If you are graded in accordance with management scales you must not engage in any other business or take up any additional appointment without the consent in writing of the Chief Executive.
- 6.2 You must not engage in an activity or paid employment which is in potential conflict with the Council's interests. For example you must not prepare plans for planning or building control purposes in respect of any property in the Borough other than your principal residence.
- 6.3 You must not become involved in the processing or consideration of any matter in which you have a personal interest. For example you must not take any part in the processing or consideration of grant applications in which you have a personal interest.

7. Personal Interests

- 7.1 You must declare to the Chief Executive any non-financial interests that you consider could bring about conflict with the Authority's interests.
- 7.2 You must declare to the Chief Executive any financial interests which could conflict with the Authority's interests.
- 7.3 You must declare to the Chief Executive membership of any organisation not open to the public without formal membership and commitment of allegiance and which has secrecy about rules or membership or conduct.

8. Equality Issues

- 8.1 You must ensure that policies relating to equality issues as agreed by the Authority are complied with in addition to the requirements of the law. All members of the local community, customers and other staff have a right to be treated with fairness and equality.

9. Separation of Roles During Tendering

- 9.1 If you are involved in the tendering process and dealing with contractors you must be clear on the separation of client and contractor roles within the Authority where an in house bid is involved. If you are a senior member of staff who has both a client and contractor responsibility you must be aware of the need for accountability and openness.
- 9.2 You must exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors.
- 9.3 If you are privy to confidential information on tenders or costs for either internal or external contractors you must not disclose that information to any unauthorised party or organisation.
- 9.4 If you are contemplating a management buyout you must, as soon as you have formed a definite intent, inform the Chief Executive and withdraw from the contract awarding processes.
- 9.5 You must ensure that no special favour is shown to current or recent former staff or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity.

10. Fraud and Corruption

- 10.1 You must be aware that it is a serious criminal offence to request, agree to receive, or accept a financial or other advantage in return for improperly performing a function or activity, whether by yourself or someone else, or improperly performing a function or activity (or arrange for this) in expectation of reward. Note that receiving or soliciting a gift from anyone other than your employer in return for doing your job could well be construed as improper, but even for other cases, please note the guidance on gifts and hospitality referred to in paragraph 12 below. Please also ensure you are familiar with the Council's Anti-Fraud and Corruption Policy which can be found in the Constitution on the Intranet.

11. Use of Financial Resources

- 11.1 You must ensure that you use public funds entrusted to you in a responsible and lawful manner. You should strive to ensure value for money to the local community and to avoid legal challenge to the Authority.

12. Gifts and Hospitality

- 12.1 You should only accept offers of hospitality if there is a genuine need to impart information or represent the Local Authority in the community. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where the Authority should be seen to be represented. They must be properly authorised and recorded in a register maintained by the Chief Executive.
- 12.2 When hospitality has to be declined those making the offer should be courteously but firmly informed of the procedures and standards operating within the Authority.
- 12.3 You must not accept significant personal gifts exceeding £25 in value from contractors and outside suppliers, although you may keep insignificant items of token value such as pens, diaries, etc.
- 12.4 It is recognised that staff often find themselves in a difficult position when a gift is proffered as a genuine expression on the part of a client, Council Tax payer or contractor to mark any exemplary or especially helpful piece of behaviour. These will often be in the form of flowers,

chocolates, wine, etc. The safest advice in these circumstances is to indicate that the Council's policy prevents you from accepting. If the party concerned is anxious to press the gift then it can be accepted but passed to the relevant Corporate Head for distributing to one of the local charities, day centres or hospitals with a letter to the giver confirming our gratitude and the action taken. Such a letter should go from the Corporate Head rather than the recipient of the gift themselves.

- 12.5 All other gifts regardless of source must be declined save where an exchange of gifts may take place with visiting groups typically from other Local Authorities or City Governments from abroad. Should they however be left in the premises or delivered to your home address, it is clearly necessary that the Corporate Head/Chief Executive be advised at the earliest practicable date to determine what action should be taken.
- 12.6 When receiving authorised hospitality you should be particularly sensitive as to its timing in relation to decisions which the Authority may be taking affecting those providing the hospitality.
- 12.7 Acceptance of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal, where the Authority gives consent in advance and where the Authority is satisfied that any purchasing decisions are not compromised. Where visits to inspect equipment, etc. are required, you must ensure that the Authority meets the cost of such visits to avoid jeopardising the integrity of subsequent purchasing decisions.
- 12.8 A modest lunch taken in the context of a business meeting is acceptable, a test of reasonableness being whether or not the arrangements would be acceptable if the Council were hosting the meal. A careful watch on the cost per head and venue chosen is always wise and as a reasonable guide caution should be exercised where the price for a meal is likely to exceed £40 per head. Entertainment outside the context of the business day, for example invitations to sporting events or leisure activities, would not be acceptable.
- 12.9 Whilst individual Chief Officers and their Business Centres do not have specific hospitality budgets there is a public relations and promotions budget which can support reciprocation providing always that beneficial business or dialogue on the part of the Authority is being transacted. A hospitality register is held by the Chief Executive in which the following details of hospitality offered and received must be entered :-
 - names of those providing and receiving hospitality and their company
 - details of hospitality, estimated value, time and location
 - nature of the discussion
 - details of any "permission" or work the other party is interested in securing
 - approval of the Chief Executive (or in the event that the Chief Executive is in receipt of hospitality the Corporate Head of Law and Governance or Assistant Chief Executive). For urgent matters, the Corporate Head of Law and Governance or Assistant Chief Executive may act in the absence of the Chief Executive.
- 12.10 It should be remembered that reciprocation is one of the best methods to neutralise any potential compromise where hospitality has been extended by an outside organisation.
- 12.11 No employee shall deliberately solicit any cash or gift at any time, including over the Christmas period; or deliberately reduce or deny any service normally provided by the Council as a result of not receiving a token of appreciation.

13. Sponsorship - Giving and Receiving

- 13.1 Where an outside organisation wishes to sponsor or is seeking to sponsor a Runnymede Borough Council activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.
- 13.2 Where the Authority wishes to sponsor an event or service neither you nor any partner, spouse or relative must benefit from such sponsorship in a direct way without there being full

disclosure to the Chief Executive of any such interest. Similarly, where the Authority through sponsorship, grant aid, financial or other means, gives support in the community, you must ensure that impartial advice is given and that there is no conflict of interest involved.

- 13.3 Any individual sponsorship received by a member of staff, for example sports sponsorship, must be treated as a declarable interest and notified to the Council.

14. Conference Attendance

- 14.1 The attendance at conference or other seminars, summer schools or similar gatherings greater than a day in duration is at least in part covered by Human Resources Policies and Procedures Handbook. All attendances at such gatherings greater than a day should be approved by the appropriate Corporate Head or Chief Executive and be demonstrably beneficial to the Authority or to your training and development or profession.
- 14.2 Sensitivity must always be exercised. Attendance should seldom require more than one representative of the Authority who should be responsible for preparing a brief of the important/useful issues discussed or make the full set of papers and other publications provided available within the organisation. As good practice, the expenses and fees associated with such attendance must be countersigned by the Chief Executive or should it be him then by the Monitoring Officer or Chief Finance Officer. For urgent matters, the Corporate Head may act in the absence of the Chief Executive.

15. Use of the Council's Materials, Equipment or Resources

- 15.1 It is important that a relationship of trust exists between the Council and its staff. The Council's property and resources are provided in respect of its work. No improper use shall be made of any of its facilities such as vehicles, equipment, stationery or secretarial services. Only in the most exceptional circumstances will the Chief Executive, or relevant Corporate Head grant approval for Council facilities to be used for any purpose other than on Council business. It is recognised, however, that on occasions you might need to have access to a telephone, fax machine or photocopier for personal use. Provided that such use is minimal and that the Council is reimbursed costs on the forms provided, you may use these facilities.

16. Interest of Staff in Contracts and Other Matters (Extract from Standing Orders)

- 16.1 If you know that you have a "disclosable pecuniary interest" in any contract or other matter, other than :-
- a) your contract of employment with the Authority, or
 - b) the tenancy of any dwelling provided by the Authority
- you must give written notice of the fact to the Chief Executive as soon as possible. This duty is in addition to any duty under Section 117 of the 1972 Act or other provisions.
- 16.2 For the purposes of this Standing Order, a "disclosable pecuniary interest" is an interest which would require disclosure under the Member Code of Conduct if you were a Member of the Council.
- 16.3 The Chief Executive must register any notice given by you under Section 117 of the 1972 Act or paragraph 39.1. This book must be available for inspection by any member of the Council during office hours.
- 16.4 Wherever possible, you must avoid personal involvement in a matter in which you have declared an interest either by statute or under this Standing Order. If this is not practicable, you must mention in any report on the matter you have made such a declaration and give brief details of it, in a separate paragraph at the commencement of the report. If you are advising a meeting orally you must mention your declaration orally.

17. Financial Regulations and Standing Orders Relating to Contracts

- 17.1 Standard procedures have been agreed which govern the Council's financial matters and detail arrangements for handling money.
- 17.2 Likewise Standing Orders detail the procedures to be followed in awarding contracts for work or services.
- 17.3 If your work involves the handling of money or awarding of contracts you must familiarise yourself with the requirements of the Council's Financial Regulations and appropriate Standing Orders. Guidance notes are also available to help in understanding. Failure to follow the correct procedures will be treated as a serious matter.

18. Politically Restricted Posts - Restrictions on Political Activity

- 18.1 The Local Government Officers (Political Restrictions) Regulations 1990 place political activity restrictions on Local Government staff who hold politically restricted posts. The Local Democracy, Economic Development and Construction Act 2009 updated the definition of politically restricted posts to 'specified posts' or 'sensitive posts'.
- 18.2 In general terms in Runnymede, politically restricted posts are those at Chief Officer level or those who report directly to a Chief Officer, posts with functions delegated to them under the Scheme of Delegation, those who advise Committees and those who regularly brief journalists or newscasters.
- 18.3 Further information on the political restrictions and posts affected are available in the Human Resources Office.

19. Politically Restricted Posts - Declaration of Personal Interests

- 19.1 A register is maintained by the Chief Executive. If you hold a politically restricted post you should detail in the register direct and family interests in shares, bonds, unit trusts and similar securities (but not savings), above the level of £5,000 for each company or 1% of the share capital whichever is the smaller. Any personal interest in property or other assets within the Borough, personal or family connections with those known to do business with the Authority, and membership of professional, voluntary, charitable, or other organisations and bodies either of a national or local nature should also be noted. For this purpose "family" includes spouse, civil partner and children or other persons normally residing with you.
- 19.2 This provision is issued as guidance and therefore failure to comply is not in itself a disciplinary matter. However, failure identified as part of other supervisory or disciplinary procedures would weigh in terms of the actions proposed by the Authority.

P & R 31/1/95, 28/6/95

20. Wills and Legacies

- 20.1 Members of the public, particularly those in receipt of services for older people, might, from time to time, name a member of staff as a beneficiary in their Will as a mark of appreciation for services provided during their lifetime. If staff become aware of such an intention, the individual must be firmly but courteously informed that staff are not permitted to receive such gifts. If the member of staff only becomes aware of the legacy following the death of the member of the public then the Executor of the deceased's Estate must be informed firmly but courteously that staff are not permitted to accept such gifts. A legacy from a member of the public shall not be accepted by staff when their relationship has arisen or developed through contact only in an official capacity as a member of staff of this Council.
- 20.2 In a community such as the Borough of Runnymede, where many staff live within the Borough, it is possible that staff might have a pre-existing relationship with a member of the public prior to taking up a post with the Council. Where a member of staff is named as a

beneficiary in the Will of a member of the public whom they have served but the staff member can show there was a pre-existing relationship between them and the member of the public prior to their appointment to the Council's service the legacy may be retained by the member of staff. However, it would be advisable for staff in these situations to declare to the Chief Executive the fact that they are a named beneficiary in the Will of a member of the public whom they are serving/have served as soon as possible.

- 20.3 Unless a pre-existing relationship has existed, staff are advised not to accept an appointment of Executor or Administrator in respect of a member of the public whom they are serving/have served. Individuals requesting such assistance should be directed to the Citizens Advice Bureau or Age UK for advice.

Corporate Management 30/5/02 and 3/3/11

Members' Allowances Scheme 2023/24, (Mario Leo, Law and Governance)

Synopsis of report:

This report seeks agreement on the updated Members' Allowances Scheme, which includes the previously agreed annual increment, for the 2023/24 municipal year.

Recommendation(s):

To recommend to the Council that:

1. The 2022/23 Members' Allowances Scheme be withdrawn with an end date of 16 May 2023 inclusive.
2. An updated Members' Allowances Scheme (as attached at appendix 1), to incorporate a 3% uplift with the basic allowance and special responsibility allowances, be agreed with an implementation date of 17 May 2023 inclusive.

1. Context and background of report

- 1.1 The current Members' Allowances Scheme was adopted by the Council on 3 March 2022, following a review of the previous scheme by the Independent Remuneration Panel (IRP) and subsequent consideration by the Corporate Management Committee.
- 1.2 The current structure of the scheme was agreed for a period of three years, with a mechanism included to provide annual uplifts linked to the staff pay award for the 2023/24 and 2024/25 municipal years.
- 1.3 Whilst the staff pay award includes a lump sum this is a one off payment to reflect rises in the cost of living. The allowance that Members receive is not a salary or remuneration but rather a sum of money to acknowledge part of the voluntary time they devote to being a Councillor. Given the distinction between the payment of a salary and the payment of an allowance the increase to the Members Allowances merely mirrors the percentage increase to the basic salary of staff.

2. Report and, where applicable, options considered and recommended

- 2.1 Various options relating to the Members' Allowances Scheme were considered as part of the IRP reporting process. These considerations are detailed in the report considered by the Corporate Management Committee on 24 February 2022.

3. Policy framework implications

- 3.1 The Members' Allowances Scheme is published as part of the Council's Constitution. The scheme that is agreed for the 2023/24 municipal year will be incorporated into the Constitution as part of the annual review.

4. Resource implications/Value for Money (where applicable)

- 4.1 The budget agreed by Council on 9 February 2023 included a provision for a 3% uplift in the basic allowance and special responsibility allowances.
- 4.2 The cost of advertising the allowances scheme in accordance with statutory requirements will be met from existing budgets.
5. **Legal implications**
- 5.1 Local Authorities (Members Allowances) (England) Regulations 2003 provide the statutory framework governing members' allowances.
- 5.2 The 2003 Regulations place certain duties on local authorities in connection with publicising the recommendations made by the Independent Remuneration Panel, the scheme of allowances adopted and the actual allowances paid to Members in any given year. The Regulations also place the responsibility on the local authority to ensure that copies of the Independent Remuneration Panel's report and recommendations are available for inspection at the Council's principal offices at all reasonable times and publish a notice in at least one newspaper circulating in the area. The subsequent guidance to the Regulations, issued jointly by the Office of the Deputy Prime Minister and the Inland Revenue, urges local authorities to publicise more widely the report from the Independent Remuneration Panel, the scheme of allowances and the sums paid to each councillor with the suggestion that, where possible, this information be published on the Council's website. Supporting information and explanations are also encouraged.
6. **Equality implications**
- 6.1 The allowances are paid to all persons who are elected as councillors and subject to certain qualifying criteria any person can stand to be a councillor.
7. **Environmental/Sustainability/Biodiversity implications**
- 7.1 The proposals contained in this report have no impact on environmental matters.
8. **Timetable for Implementation**
- 8.1 The updated allowances scheme, should it be adopted, will be implemented from 17 May 2023 (annual Council). It will be advertised as soon as is reasonably practicable afterwards, alongside details of the allowances paid in the 2022/23 municipal year.
10. **Conclusions**
- (To recommend to full Council)

Background papers

Appendix 1

	2022/23 amount	2023/24 amount
% increase		3
Basic allowance	£5,500.00	£5,665.00
SRAs		
Mayor	£5,184.00	£5,340.00
Deputy Mayor	£1,396.00	£1,438.00
Leader	£11,000.00	£11,330.00
Deputy Leader	£5,500.00	£5,665.00
Group leaders (per member)	£425.00	£438.00
Chairman - Planning	£9,048.00	£9,319.00
Chairman - Corporate Management	£5,184.00	£5,340.00
Chairman - Environment and Sustainability	£5,184.00	£5,340.00
Chairman - Housing	£5,184.00	£5,340.00
Chairman - Community Services	£5,184.00	£5,340.00
Chairman - Overview and Scrutiny Select	£5,184.00	£5,340.00
Chairman - Licensing	£5,184.00	£5,340.00
Chairman - Regulatory	£2,592.00	£2,670.00
Chairman - Standards and Audit	£5,184.00	£5,340.00
Chairman - Englefield Green	£1,296.00	£1,335.00
Vice-Chairman - Planning	£6,024.00	£6,205.00
Vice-Chairman - Corporate Management	£2,592.00	£2,670.00
Vice-Chairman - Environment and Sustainability	£2,592.00	£2,670.00
Vice-Chairman - Housing	£2,592.00	£2,670.00
Vice-Chairman - Community Services	£2,592.00	£2,670.00
Vice-Chairman - Standards and Audit	£2,592.00	£2,670.00
Vice-Chairman - Licensing	£2,592.00	£2,670.00
Vice-Chairman - Overview and Scrutiny Select	£2,592.00	£2,670.00
Vice-Chairman - Regulatory	£1,296.00	£1,335.00
Planning members excl. chairman and vice-chairman	£3,012.00	£3,102.
Corporate Management members	£1,296.00	£1,335.00

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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