



Corporate Management Committee

Thursday, 22 February 2024 at 7.30 pm

Council Chamber - Civic Centre

Members of the Committee

Councillors: T Gracey (Chair), C Howorth (Vice-Chair), D Coen, MD Cressey, L Gillham, S Jenkins, R King, M Nuti, S Ringham, P Snow, 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).**
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The Chairman will make the final decision on all matters of dispute in regard to the use of social media audio-recording, photography and filming in the Committee meeting.

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Runnymede Borough Council

Corporate Management Committee

Thursday, 18 January 2024 at 7.30 pm

Members of the Committee present: Councillors T Gracey (Chair), C Howorth (Vice-Chair), D Coen, MD Cressey, T Gates (In place of S Jenkins), L Gillham, R King, M Nuti, S Ringham, P Snow, D Whyte and M Willingale.

Members of the Committee absent: Councillors S Jenkins.

In attendance: Councillors .

127 Notification of Changes to Committee Membership

Councillor Gates substituted for Councillor Jenkins.

128 Minutes

The minutes of the meeting held on 14 December 2023 were confirmed and signed as a correct record.

129 Apologies for Absence

There were no apologies for absence.

130 Declarations of Interest

There were no declarations of interest.

131 Operational Properties Condition Surveys

The report was seeking the release of the previously agreed provision for this project, following a competitive procurement exercise carried out through the Fusion21 framework. The aim of the surveys, which would focus on mechanical and electrical installations, was to identify the maintenance needs of the Council's assets, with a view to developing a structured programme of works.

It was noted that such surveys and works had previously been carried out discretely, and that this was the first time a comprehensive survey had been conducted across the entirety of the Council's estate. The works being carried out as part of a single set of surveys would ensure that there was consistency applied when reviewing each asset's condition. Certain assets, such as Egham Orbit, were the subject of lease provisions that obliged the tenant to maintain mechanical and electrical installations. A final review of the sites to be surveyed would however be conducted by officers prior to the surveys' commencements.

The survey results would be reviewed by the Corporate Leadership Team who would consider a long-term programme of works prior to it being presented to the Corporate Management Committee in due course.

It was **resolved** that the following be agreed:

1. The business case for the Operational Properties Condition Surveys.

2. The release of the £60,000 provision set aside in the General Fund Revenue Budget and Business Plan for this purpose.

132 **RIPA Policy Annual Review**

The use of the Council's RIPA powers now had to be reported on annually. This opportunity had also been taken to refresh the Council's policy to ensure that it was compliant with the most recent guidance.

It was **resolved** that the Council be recommended to:

1. Note that the Council had not used its RIPA powers during the period 1 January 2023 to 31 December 2023 and further note that such powers had not been used since 2011.
2. Adopt the proposed revised policy to govern the use of RIPA powers for the period 9 February 2024 to 7 February 2025.

133 **24/25 Budget**

The draft budget for 2024/25 had been developed, following the agreement of the Medium Term Financial Strategy and Medium Term Financial Forecast at the previous Corporate Management Committee. The proposed budget also acknowledged other factors such as the Capital Strategy (considered as part of another agenda item at this meeting). The budget report sought to convey the scale of the financial challenges facing Runnymede Borough Council over the coming years, which could if left unaddressed, result in the expiration of the Council's balances during the 2028/29 financial year.

The main features of the budget were presented to the Committee. These features included the proposal to increase Council Tax by the maximum amount possible without needing to undertake a referendum, and the maintenance of a minimum level of reserves. Members' attention was drawn to the statutory statement of the Council's Chief Financial (s151) Officer, which provided commentary on the risks associated with the proposed budget.

The Committee discussed the proposals.

Some members felt that the proposed budget was pragmatic and made good progress towards addressing the budget deficit. It also maintained the Council's commitment to responding to climate change.

Some concern was expressed about the level of remuneration for staff, with particular reference to the recruitment and retention challenges being experienced by the Council. It was noted that the upcoming pay award would be subject to negotiations with the staff union.

It was stated that the car parking income discussed by the Environment and Sustainability Committee was not accurately reflected in the budget before the Committee. Officers agreed that the presentation of this element could be reviewed.

The inclusion of two years of growth for tree works was queried. It was noted that the growth covered additional works required while a full condition survey was being carried out, which would then inform the level of budget required in future years.

A query was raised about the report's commentary around the Council's assets, in particular the undesirability of disposing of them at a loss and the resultant impact on the Council's revenue budget in servicing the outstanding debt. The level of optimism around the performance of the Council in obtaining tenants for its assets was also questioned. It

was noted that the Property and Assets Member Task Force was keeping the performance of the Council's assets under close review.

Clarification was provided around limiting the number of future growth items. Such items would only be considered if they were needed to support the delivery of an essential service or to fulfil the Council's strategic aims. The initial expectation was that internal savings would need to be identified and then transferred via a virement.

A named vote was requested on the proposed resolution, with the voting noted as follows:

For the resolution (7)

Councillors Gracey, Howorth, Coen, Cressey, Nuti, Snow and Willingale.

Against the resolution (2)

Councillors R. King and Ringham.

Abstentions (3)

Councillors Gates, Gillham and D. Whyte.

It was **resolved** that the Council be recommended to agree:

1. The Revised Budget for 2023/24 and Budget Estimates for 2024/25, as set out in the officer's report and at Appendix D.
2. An increase to the Band D Council Tax level of 2.99% (£5.53) from £184.92 to £190.45.
3. The maintenance of the minimum threshold for the General Fund Working Balance at £5m.
4. The transfers to and from reserves as set out in the officer's report.

The following was **noted** by the Committee:

1. The updated Medium-Term Financial Forecast at Appendix A.
2. The statement of the Chief Financial Officer at Appendix E.

134 **Treasury Management Strategy 2024/25**

The proposed Strategy had been prepared with consideration given to a number of recent regulatory changes, as set out in the officer's report. These included the requirements of various codes of practice, and the implications of the Levelling Up and Regeneration Act 2023. Additionally, changes to the Minimum Revenue Provision guidance were anticipated in April 2024, following a lengthy series of consultations. There were also changes to the accounting treatment of lease arrangements arising from the transition to International Financial Reporting Standard 16 (IFRS16).

It was **resolved** that the Council be recommended to agree:

1. The proposed 2024/25 Treasury Management Strategy which also encompassed the Annual Investment Strategy.
2. The Prudential and Treasury Management Indicators for 2024/25.

3. That the Authorised Limit for external borrowing by the Council in 2024/25, be set at £723,443,000 (this being the statutory limit determined under Section 3 (1) of the Local Government Act 2003).
4. The MRP Policy for 2024/25 as set out in paragraph 7.15 of the officer's report.

135 **Capital and Investment Strategy 2024/25 to 2027/28**

The key proposed changes to the policy were presented to the Committee. There was uncertainty around the level of government funding in future years, the recent receipt of a non-statutory Best Value Notice and the associated CIPFA report. These dictated the need for a moratorium on investment in new debt-funded assets.

It was reported that the availability of capital receipts was expected to become an issue in 2027. The Council would therefore need to identify new capital receipts around this time.

The new requirements in relation to leases were described to the committee.

Some members felt that the proposed strategy represented a prudent yet pragmatic approach. It was however hoped that some aspirational schemes would still be possible in the future, where funding permitted this.

Questions were asked about some elements of the strategy – it was reported that the proposed Addlestone One internet upgrade was only ever a provisional scheme in the previous strategy; and the sum allocated for replacement vehicles was for the lifespan of the strategy and not a single block purchase.

Disappointment was expressed over the removal of the borough's contribution to the Surrey traveller scheme.

A named vote was requested on the proposed resolution, with the voting noted as follows:

For the resolution (7)

Councillors Gracey, Howorth, Coen, Cressey, Nuti, Snow and Willingale.

Against the resolution (2)

Councillors R. King and Ringham.

Abstentions (3)

Councillors Gates, Gillham and D. Whyte.

It was **resolved** that the Council be recommended to agree, subject to the typographical error at paragraph 3.6 of the officer's report being corrected:

1. The Capital and Investment Strategy at Appendix 'A' and the Capital Programme at Exempt Appendix 'B'.
2. A moratorium on any new debt-funded asset investment in light of the requirements of the Levelling Up and Regeneration Act 2023.
3. The "low value" limit for IFRS16 reporting purposes be set at £10,000, subject to the agreement of the external auditor.

136 **Exclusion of Press and Public**

By resolution of the Committee, 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.

137 **Recommendations from Committees**

138 **Recommendation from the Community Services Committee - Core Judo Update**

There was a complicated history surrounding the site, arising from the protections afforded to Thorpe Green. Meetings had been held between Runnymede Borough and Surrey County Councils, and Core Judo, with a view to addressing issues with the car park's surface. Quotes for this work had been obtained, the budget gap for which could be funded from a one-off underspend. The quote for the work was dictated by the extensive level of work required to make good the car park's surface.

The Committee praised Core Judo, noting it as a much loved facility within the borough, and supported the work to make the space surrounding it as attractive as possible.

It was **resolved** that the virement of a sum of up to that reported to the Community Services Committee, be approved, to be transferred from the 2023/2024 Family Support revenue budget to Assets and Regeneration, to complete the resurfacing of the existing car park facility at Thorpe Green, located opposite Core Judo.

139 **Q3 2023/24 Projects Portfolio Updates**

[The following corrections to the report, made verbally at the meeting, were noted:

1. The Independent Retirement Living Improvement project (Grade B project) shown in section 2.5 was reported in Q2 as a new project entering the portfolio. Therefore this should have been moved to be included in section 2.4 (projects on track) as a project now underway to support delivery of the Older Persons Strategy Programme. This element of the programme commenced in July 2023 and not September 2021 as stated.]
2. The start dates for housing development programme schemes at Guildford Road, Ruxbury Road and Holly Close to state 2023 and not 2022.]

The Committee was pleased to note the completion of the Surrey Towers fire doors project.

The Committee **noted**:

1. The project updates for the twelve Grade A and thirteen Grade B projects ranging through the initiation to execution stages and two programme updates.
2. The key project achievements over the third quarter of 2023/24 for the months of October, November, and December 2023.
3. The project execution delays or issues highlighted and corrective actions in place to address them.

140 **Commercial Lettings**

[Paragraph 2.2 of the officer's report was amended to reference "animal movement exercises".]

The Committee considered the proposal to let a long-term vacant unit in the Addlestone One Development. The unit in question was a first-floor space, which had proven difficult to identify a tenant for. Measures had been agreed with the prospective leaseholder to ensure that the proposed activities for the unit did not disrupt patrons of the restaurant below. Officers were confident that value for money had been achieved and that the proposed heads of terms offered appropriate financial safeguards for the Council.

It was **resolved** that:

1. A lease be granted on the terms set out in the officer's report.
2. Authority be delegated to the Assistant Chief Executive (Section 151) – in consultation with the Corporate Head of Assets and Regeneration, the Chairman, and Vice Chairman of Corporate Management Committee – to make necessary amendments to the proposed terms in order to ensure that they progress to completion, provided the deals continue to fulfil the Council's statutory obligation of best consideration reasonably obtainable.

141 **Urgent business - notification of receipt of non-statutory Best Value Notice**

[This report was considered after agenda item 6 (RIPA Policy Annual Review).]

This item was added to the agenda in accordance with Section 100B(4)(b) of the Local Government Act 1972. The requirement for the item was not confirmed until after the publication of the agenda.

Reasons for urgency – in order to comply with the requirements of the non-statutory best value notice.

It was a requirement of the non-statutory Best Value Notice to formally report its receipt to members. It was therefore being presented to the Corporate Management Committee, Standards and Audit Committee and the Council. This was in addition to its publication on the Council's website and the issuing of a press release.

The receipt of the non-statutory best value notice was **noted**.

(The meeting ended at 8.38 pm.)

Chairman

Report title	Public Consultation for Guildford Street, Chertsey, improvements
Report author	Azra Mukadam Town Centre & Events Manager]
Department	Economic Development
Exempt?	No
Exemption type	Not applicable
Reasons for exemption	Not applicable

Purpose of report:

- **To resolve**

Synopsis of report:

This report seeks authority to go to public consultation with concept plans for the improvements to Guildford Street. The plans proposed have been drawn up following early engagement with stakeholders (including surveys), the completion of a Public Realm and Building Frontage Improvements Report and the completion of a Guildford Street Heritage Assessment.

Recommendation(s):

Corporate Management Committee is asked to APPROVE public consultation between 29th February and 24th March 2024 on the Guildford Street Improvement Plans described in this report.

1. Context and background of report

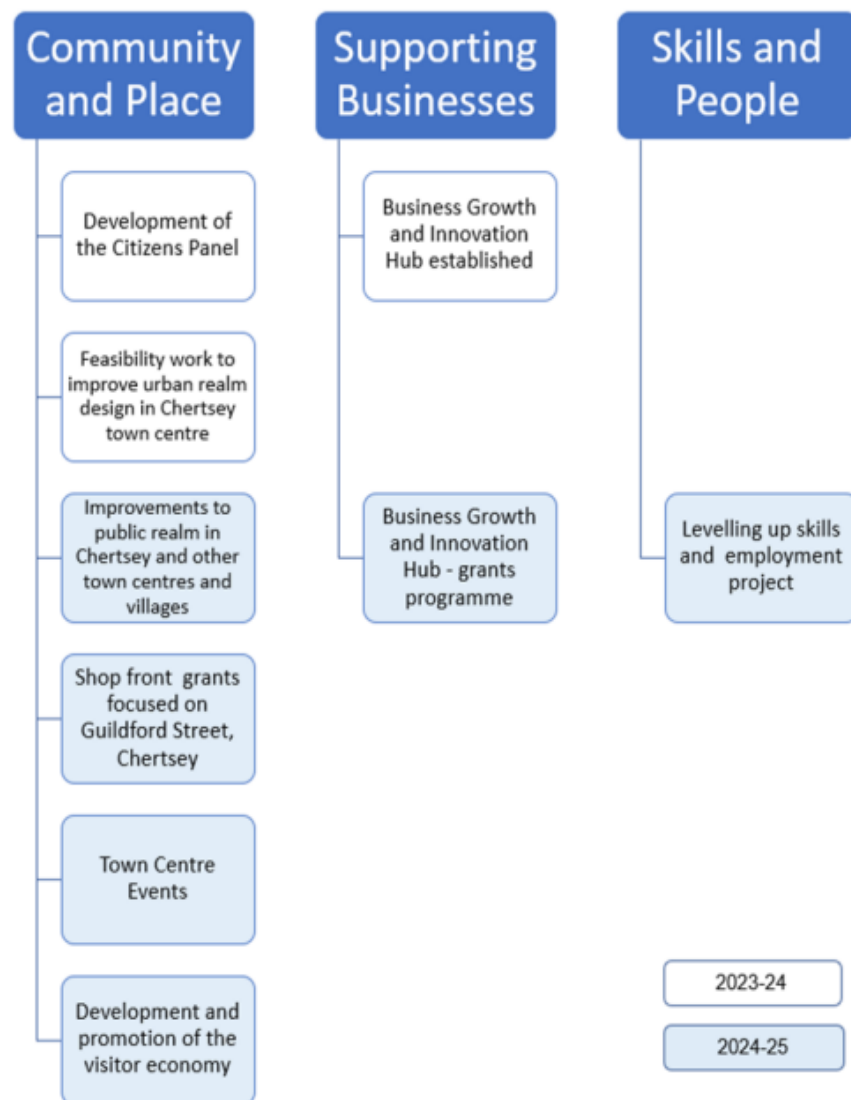
- 1.1 In July 2022, Corporate Management Committee (CMC) agreed the indicative projects and budgets that would form the basis of the Council's Investment Plan submission to the UK Shared Prosperity Fund (SPF) and unlock the Council's £1 million allocation.
- 1.2 CMC agreed at this meeting to delegate authority to the Chief Executive, in consultation with the Chairman and Vice-Chairman of the Committee to refine the SPF programme before submitting to the Department of Levelling Up, Housing and Communities.

1.3 The SPF is the key Government funding stream which supports levelling up. The primary goal of the SPF is to build pride in place and increase life chances across the UK. There are three UKSPF investment priorities:

- Communities and place
- Supporting local business
- People and skills

1.4 In [September 2023](#), a further report was taken to committee CMC to provide an update on the development of the Runnymede SPF Investment Plan.

1.5 The following chart provides a summary of the objectives and schedule of activity over the next two years for each of the three SPF priorities in the Runnymede Investment Plan.



- 1.6 Separate to the SPF process, in 2021, the Council appointed Lambert Smith Hampton and New Masterplanning (as subcontractor) to refresh its Retail and Town Centre Study to underpin its planning policy activities and also refresh the Chertsey Masterplan; the previous version of which was published in 2013. An update of the masterplan was considered timely given the change in the retail environment associated with the COVID-19 pandemic which had impacted on high streets across the country. In response to this, the Government made it their priority to support high street businesses through the Welcome Back Funding (WBF). This fund allowed local authorities in England to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in high streets as their economies reopened.
- 1.7 Following the impacts of COVID-19, the WBF aided the creation of town teams for each of the Borough's towns of Egham, Chertsey & Addlestone. These provide more formalised stakeholder partnership arrangements with local businesses, groups and stakeholders .. The aim of the town teams is to hear the voices of the key players in the town centres. The town teams work collectively to support events, activities and talk about the needs of the high street with the aim to make them an attractive, vibrant place for visitors and the wider community.
- 1.8 The meetings with each town team are held four times a year and businesses and stakeholder are beginning to see the value that these meetings hold. Chertsey Town Team for example are participating in conversations with officers on matters that most impact their high street like the lack of footfall and the look and feel of certain streets. Engagement with this groups ha highlighted several challenges for the town.
- 1.9 Engagement carried out in 2022 during the Chertsey Masterplan refresh commission also highlighted the following key issues (see Appendix 2 for a more detailed summary of the engagement carried out with local stakeholders to date):
- Issues related to the environmental appearance of Guildford Street, including shopfronts and roller shutters. Improving the appearance with baskets, displays, pleasant seating areas and bunting has been suggested;
 - The most important qualities of the town centre were considered to be its historic character and specialist/independent businesses;
 - Carlo's Deli and the Church were near the top of the list when people were asked to name their favourite places in Chertsey. Just Relish and the Revive Café were other locations on Guildford Street that were mentioned;
 - After 'better choice of shops' the main improvement visitors wanted to see was to the physical environment and appearance of the town centre. The percentage of visitors wanting to see environmental

improvements was three times that in surveys carried out at the same time in Egham and Addlestone;

- The vast majority of respondents visit the town centre for one hour or less, which highlights the opportunity to increase dwell time;
- Broad support for markets in the town;
- An increased number of secure bike racks and increased free parking have both been suggested as ways to increase dwell time;
- The town would benefit from initiatives which would encourage visitors to explore either the town itself or the wider area.

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

- 2.1 In November 2023, New Masterplanning was appointed by the Council to build on the high-level findings from the Chertsey Masterplan refresh 2022, and develop a concept for how Guildford Street could be enhanced using SPFM monies. In particular, New Masterplanning has been considering ways to increase dwell time within the street and enhance the public realm.
- 2.2 The focus on Guildford Street is due to the findings from the Chertsey Masterplan refresh 2022 work and supporting engagement carried out with local people and businesses at this time, which highlighted that Guildford Street was the main area for shopping and visitor activities.
- 2.3 New Masterplanning has been considering the responses from previous engagements, and further engaging with businesses, stakeholders and town team members during their current commission to feed into the development of their proposals.
- 2.4 Their report highlights the challenges that Guildford Street faces to attract more footfall (refer to Appendix 1). It notes that the street feels longer than it actually is due to the lack of distinct areas of interest. The report also highlights the opportunity to increase dwell time in the area through targeted interventions.
- 2.5 The report identifies a lack of seating which prevents visitors the chance to sit and enjoy their environment and identifies that introducing more seating in key locations within the street could encourage visitors to increase their dwell time.
- 2.6 In response to the above findings, the consultation material will be developed around the following principles:
 - Improve gateways and points of arrival for pedestrians to create a more welcoming environment and improve footfall,

- Improve the historic character of the street and individual buildings,
- Improve areas which can stimulate interest in vacant premises,
- Create focal points of interest along the street,
- Increase opportunities for socialising, with more seating and attractive places to spend time,
- Increase greenery in the street.

- 2.7 Members will note that as well as public realm improvements being proposed along the street, there are two larger areas of focus for particular investment; the first being the alleyway to the north of the Post Office Depot which links Guildford Street and Sainsbury's (and which is in the ownership of the Council), and the large area adjacent to the SSNR club at the southern end of Guildford Street. In both these areas there is considered to be the opportunity to install planting and seating to create attractive spaces which would improve pedestrian arrival from the Sainsburys car park and Heriot Road respectively. The concept for the area adjacent to the SSNR club is for a 'parklet' style space containing space for market stalls and street food operators, bringing life to this empty part of the street.
- 2.8 To supplement this work and to encourage visitors to increase their dwell time in Guildford Street, the Council's Town Centre and Events Manager has also been working alongside Chertsey Museum to develop ideas for interactive trails which could cover both Guildford Street and the wider town centre. It is proposed that QR codes could be introduced at key locations to provide information to visitors on the history of Chertsey and historic local figures. Headsets, for example, could be hired at Chertsey Museum and content could be amended as required. Trails can be versatile and be changed as needed, for example in the schools holidays, trails could be developed which are aimed at children, to encourage families to visit the town, or trails could be developed at other times to appeal to the interests of other including bespoke-themed events.
- 2.9 The Council's retained heritage consultants; Essex Place Services have also visited Guildford Street and have carried out a heritage assessment to help underpin future public realm improvements which could be made along Guildford Street to respond to the concerns raised by stakeholders, whilst also building on the local distinctiveness of the Street which is both within a Conservation Area, and contains a number of nationally and locally listed buildings. This assessment can be viewed in Appendix 3.
- 2.10 Officers are engaging with Surrey County Council (SCC) to ensure a partnership approach continues to be developed to aid with the timely delivery of the project. This is vital as most aspects of the improvements are dependent on SCC approval given that most elements of the works will be carried out on land which is under the control of the Highway Authority.
- 2.11 Engagement to date with SCC has highlighted that the delivery of improvements to Guildford Street will need to take account of the future development of improvements to active travel infrastructure in Chertsey

identified in the Local Cycling and Walking Infrastructure Plan LCWIP. Initial feedback provided by officers at SCC is that the draft town centre improvement plans do satisfactorily respond to the LCWIP proposals. For more information about the LCWIP can be viewed on Surrey County Council's [website](#).

- 2.12 One additional concept which has been explored but which does not appear in the consultation material is the possible introduction of parklets in replacement for some of the existing parking spaces along Guildford Street. This would allow for additional seating to be placed along Guildford Street, presenting further opportunities for visitors to dwell. Surrey County Council has not dismissed the proposed concept of parklets, but it has been suggested that further work and investigation will need to be carried out before it can be determined if such parklets are a viable proposition from a regulatory perspective. It has also been recommended that parking surveys are carried out along Guildford Street, and the results considered before it is decided whether to process this idea any further. Such parklets are likely to be a longer-term option and are considered to be unlikely to be deliverable in the timeframes of the SPF, hence why they are not proposed to be the subject of public consultation at this time.
- 2.13 Officers are continuing to work with SCC highways to ensure that the suite of environmental upgrades and improvements proposed (including the decluttering of the public realm) can be delivered in the timeframe required by the SPF.
- 2.14 The time frame and processes for delivery of this project are subject to ongoing discussions with SCC highways. Officers will keep committee members informed through the SPF investment plan updates that the Lead Officer carries out.
- 2.15 As set out in the Recommendations section, officers are now seeking the approval of the Committee to carry out a period of public consultation on the draft proposals for Guildford Street. This consultation will run for a period of just over 3 weeks between 29th February and 24th March. During this period of consultation, an exhibition will be developed which will include information on:
- The concepts for the 2 larger areas proposed for enhancement adjacent to the SSNR club and Post Office Depot
 - Public realm improvements which could be made along the street
 - Information about types of heritage trails which could be delivered in the town
 - Environmental upgrades by increasing greenery along the street
- 2.16 The exhibition material will also contain some limited information on ideas for how short-term improvements could be made to vacant premises, the upcoming business frontage improvement grants to help elevate the heritage assets of the street (with businesses being given the opportunity to formally sign up to receive more information), and the ongoing work of the Council to introduce markets in the town. For more information on the latter point, the

Committee may wish to refer to the [Environment and Sustainability report dated 11th January 2024 on the Chertsey Town Centre Street Licencing.](#)

- 2.17 The display boards will be available to view in two venues across the town centre. A further opportunity to hold pop-ups in key places in the town centre will also be offered. Suggested places are the library, the local gym or the museum, but these are to be confirmed.
- 2.18 A breakdown of the activities that will support the consultation is in the table below:

Guildford Street exhibition	Date	Possible venues
Two exhibitions available for general viewing.	1-16 March	Revive Café & Chertsey Library
Launch Event for invited stakeholders and businesses to view the exhibition material with an informal presentation from team	29 th Feb (6-8pm)	Revive Café
Drop in Exhibition	1 st March, 10-12am 2-4pm, 6-7pm	Chertsey Library
Optional second drop in Exhibition	7 th March, 10-12am 2-4pm	Chertsey Museum

- 2.19 A launch event will be organised on 29th February at the Revive Cafe, for the stakeholders and businesses that were engaged in early consultations, to provide them with a chance to see the proposed concepts. This will demonstrate that the consultants and the Council have been sensitive to their feedback in coming up with a number of proposals that seek to build on the town's heritage qualities, deliver local aspirations, and help address the town's shortcomings.
- 2.20 A digital engagement campaign will be run with interested parties being directed to the council's website to view the consultation proposals, allowing a wider group of residents to view and comment on the concepts.
- 2.21 Officers will work with the Communications team as well as local businesses and stakeholders to ensure that the consultation is advertised as comprehensively as possible, to maximise the response rate. Posters with QR codes will be delivered to businesses on Guildford Street to engage with passersby.

- 2.22 Officers will also engage with the Runnymede Access Liaison Group (RALG) to get a representative view of disabled residents on the proposals.
- 2.23 Posters will also be advertised in other town centres across the borough to capture a wider response from people who regularly visit Chertsey but may not live in the area.

3 Policy framework implications

- 3.1 The SPF is designed to help deliver the Government's Levelling Up agenda. The aim of the funding is that 'By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top-performing and other areas closing.'
- 3.2 The SPF prospectus sets out 31 interventions which are recommended to deliver the priorities for Communities and Place, Supporting Business and People and Skills.
- 3.3 The tables in Section 1 (Point 1.5) of the Runnymede Investment Plan identify the interventions which are sought to be addressed in the Borough.
- 3.4 The Runnymede Economic Development Strategy for 2022 to 2026 identifies the Council's key priorities, objectives, and activities for support economic growth. The SPF Investment Plan supports the recommendations set out in this corporate strategy to support town centres, improve business growth and improve skills and employment.

4 Resource implications/Value for Money

- 4.1 Approximately £500,000 will be allocated for the Guildford Street Improvements projects. This includes environmental improvements, Public Realm upgrades, Business Improvements Grants and upgrades to seating areas.
- 4.2 From this allocation, £165,000 will be supporting Business Frontage improvement grants to Guildford Street businesses, between £5-£20,000 per building. A 15% contribution will be required from businesses.
- 4.3 Currently the consultation proposals presented in this report have not been fully costed. Following the outcomes from the consultation, a priority intervention audit will be developed and members will be consulted with.

5. Legal implications

- 5.1 The delivery of the various projects in respect of which funding has been secured may require the exercise of legal powers by the Council or the creation of legal relationships. The details associated with each project will be dealt with when each project is implemented.
- 5.2 Consultation is a tool used by public bodies to gauge the opinion of interested parties on a particular proposal. The responses to a consultation are used as part of the matrix when making a decision on a particular matter. In certain instances there maybe a statutory requirement that a consultation is undertaken e.g. Section 169 of the Enterprise Act 2002. In some instances, there may not a be a statutory requirement to consult but a public body may conclude that a consultation exercise

will assist it in arriving at a decision on a matter. In the present case there is no statutory requirement to consult.

5.3 There are certain guiding principles that must be followed if consultation is to be fair. The formulation most commonly adopted is set out in R v London Borough of Brent, ex p Gunning [1985] LGR 168 and frequently referred to as "the Gunning principles":

- The consultation must be at a time when proposals are still at a formative stage.
- The proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response.
- Adequate time must be given for consideration and response.
- The product of consultation must be conscientiously taken into account in finalising any proposals.

5.4 It should be noted that a decision making body is not obliged to follow the responses to a consultation i.e. if 300 responses are received of which 200 favour one option and 100 favour another, the decision maker is not required to select the option favoured by the majority. The decision must take account of the responses but may have a valid reason for selecting the option favoured by the minority of people responding.

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 An EQIA screening (refer to Appendix 4) has been carried out in support of this consultation. This has concluded that the consultation will be widely promoted and delivered in a range of formats that allow for those identified who share protected characteristics, will have every opportunity to engage in feedback on the proposed improvements.

7. Environmental/Sustainability/Biodiversity implications

7.1 Following the conclusion of the public consultation, it will need to be decided which interventions are taken forward. The responses to the public consultation will be considered in prioritising interventions. In addition, the implications of the various interventions will need to be considered in terms of their environment, sustainability and biodiversity implications before final decisions are made.

8. Risk Implications

8.1 There are a few risks that could impact on the Council's ability to deliver the interventions along Guildford Street in the timescales prescribed by the SPF. Firstly, there is a risk that SCC in their capacity as the Highways Authority may not be fully supportive of the street improvements, meaning they cannot be delivered. This could result in the community and stakeholders becoming disengaged with any future funding opportunities.

- 8.2 There is a risk that the cost of materials and infrastructure works go beyond the funding allocated for the work which could result in not all of the work being completed in the timeframes of the SPF criteria.
- 8.3 There is a risk that at the point of the physical work being implemented, SCC Highways are not able to guarantee the delivery times within the SPF timeframes.

9. Other implications

- 9.1 N/A

10. Timetable for Implementation

- 10.1 The SPF funding stipulates that all projects and developments must be completed by March 2025.

Consultation and reporting	End of March 2024
Planning permission for the development and replacement of public realm & street furnishing	To be discussed with SCC highways
Business Improvement Grants	April 2024 – March 2025

- 10.2 SPF reports are fed back to CMC in a quarterly report by the Council’s Senior Economic Development Officer. All key milestones relating to the Guildford Street Improvements project will be reported through the SPF reporting mechanism.

11. Conclusions

- 11.1 The Council assigned consultants, NEW masterplanning, to investigate with Guildford Street businesses and town stakeholders opportunities for improvements. The opportunity to develop such a plan has arisen from the SPF focus on community and place. This identified areas within the area that are in need of improvement and investment for the positive economic benefits of the area.
- 11.2 NEW Masterplanning have previously worked on the ‘refreshed Chertsey Master plan 2022 and much of their investigation and engagement provided a solid foundation for the next phase of work.
- 11.3 Approximately £500,000 has been allocated to improvements to the public realm and local environment (including new or replaced street furniture where appropriate) and business grants to improve the frontage of businesses.
- 11.4 This report seeks authority to take the Guildford Street improvements concepts to public consultation. This will allow for engagement with businesses, stakeholders and the wider community on the short-term improvements proposed to the northern end of Guildford Street, which has been identified as the main hub of activities in the town. These improvements are intended to coincide with the designation of Guildford Street as a licensed street, which will allow for regular street markets and cultural events to increase footfall and dwell time, something that has been a consistent need for Chertsey.

12. Background papers

- [Environment and Sustainability report dated 11th January 2024 on the Chertsey Town Centre Street Licencing](#)
- [Shared Prosperity Funding update report September 2023](#)

13. Appendices

- Appendix 1: New Masterplanning Report - Guildford Street, Public Realm & Building frontage Improvements Report 2024
- Appendix 2: The Journey so far... document
- Appendix 3: Guildford Street Heritage Assessment 2024
- Appendix 4: Equalities Screening Assessment Form

Guildford Street

Public Realm & Building
Frontage Improvements
February Committee report

Guildford Street (north)

Objectives

Approximately £500,000 of funding is available from Shared Prosperity Fund for public realm improvements, environmental enhancements and business improvement grants. Using the draft town centre masterplan (which was never formally published) as the starting point, this report identifies priority areas for environmental improvements to the town centre, with Guildford Street (North) as a first phase (see plan opposite).

It is important to note that the SPF funding must be spent by the end of the 2024/25 financial year. It is essential therefore that the proposed public realm improvements can be delivered within this timescale.

£165,000 is available to support improvements to shopfronts and building frontages on Guildford Street. Grants offered will be between £5-£20,000 per building. A 15% contribution will be required from businesses. This report identifies buildings where improvements could potentially reinforce the proposed public realm improvements. Again, it should be noted that the grant funding needs to be spent by the end of the 2024/25 financial year.

The Runnymede LCWIP proposes changes to Guildford Street which would improve conditions for pedestrians and cyclists. This report highlights some of the more significant proposals for Guildford Street, and identifies ways in which the public realm improvements can help create a gradual transition towards the longer-term objectives of the LCWIP.



Focus of study area

Strengths

This section of the report considers the strengths of Chertsey and Guildford Street and how these can be reinforced by future public realm improvements. It is based on the analysis undertaken for the draft town centre masterplan, the survey work that was undertaken in Dec 2021/Jan 2022 and on more recent physical surveys of Guildford Street (north).

Foodstores and parking

Chertsey has a strong foodstore offer and a good supply of parking within easy walking distance of Guildford Street. The visitor survey showed that 37% of visitors said that the main shop they visited was Sainsburys 37%, and 16% said Aldi. Two of the main town centre car parks are also associated with these two foodstores, and it should be noted that 42% of those surveyed said they drive into Chertsey, which is significantly higher than the survey figures for Addlestone (26%) and Egham (27%).

The public realm improvements should therefore consider how they can help make the routes from the foodstores and the car parks into Guildford Street more prominent and more attractive, in order to increase pedestrian footfall on Guildford Street.

The availability of on-street parking is a strength in the evening in particular, when activity in the town centre is relatively low, and helps support take-away restaurants and deliveries. The parking bays also provide locations for market stalls.

Historic environment

Chertsey has an attractive historic core and conservation area including 18 listed buildings, and 4 non-designated heritage assets (locally listed buildings). Guildford Street is an attractive, enclosed historic street. Visitors to Chertsey said that the historic environment is the feature they like most about the town centre. St. Peters Church was identified as an important reason for people visiting the town centre.

Public realm improvements (and shopfront/building frontage improvements) need to consider how they can improve the historic character of Guildford Street and the setting of any key buildings. Improving physical and visual connections to St. Peters Church would help increase footfall by encouraging more visitors into Guildford Street.

Important views will be identified as part of the heritage baseline.

Parks and green space

Chertsey has attractive green spaces on the edge of the town centre which are important reasons why people visit the town centre. 26% of visitors in the survey said green spaces (Abbeyfields, Gogmore Farm, River) are their favourite places in Chertsey town centre. A further 8% also say the church. This shows that a large number of people are coming into Chertsey for the greenery. The public realm proposals should take the opportunity to create linkages between them and attract more footfall into Guildford Street.

Independent retailers, cafes, restaurants

Chertsey has clusters of independent retailers, cafes and restaurants, some of which are identified as important destinations in the town centre (eg Carlo's Deli and Revive Café). Food and drink is a key area of expenditure growth in town centres, including provision for outdoor seating, and the public realm improvements should focus on how they can help promote these businesses.

Service uses

Chertsey has a variety of community and 'service' uses which bring people into the town centre. According to the visitor survey, 33% of people were visiting Chertsey for 'services'. This is significantly higher than Egham (8%) and Addlestone (18%). A further 16% had it as a secondary reason for visiting Chertsey. So in total nearly 50% of visitors were in Chertsey to use 'services'. For comparison the figures for Egham were 15% and Addlestone 23%.

The pharmacy was a key destination in the town centre, as are the community uses within the Revive Café (Beacon Church) whilst the leisure centre and SSNR building are also important features. The public realm improvements need to reinforce these important uses, and create good links to those that are on the edge of Guildford Street to increase pedestrian footfall.

-  Enclosed historic high street
-  Prominent buildings
-  Important town centre destinations
-  Food & beverage, independents
-  Community & service uses
-  Subtle curves in street add interest
-  Corner & protruding buildings
-  Pedestrian connections to car parks
-  Important green areas which should be connected into Guildford Street



Weaknesses

Vacant units and Blank elevations

The recent health check notes that, since 2019 the vacancy rate has been on the rise. There are also some very prominent vacancies, including former banks and the Kings Head public house. The public realm improvements should ideally help promote interest in occupying these premises.

Guildford Street also suffers from having some prominent building frontages, and sides of buildings with poor quality blank edges. Particularly prominent areas include the Post Office Depot Building (which is an important pedestrian arrival route from Sainsbury's car park) and the SSNR building. The public realm strategy should seek to soften the impact of these blank elevations, and the shopfront/building frontage improvement grants could also be used to address this weakness.

Market

The absence of a regular street market was highlighted as a weakness. When asked what would encourage them to visit more often, the most popular response was a more regular street market. The public realm improvements should therefore ensure that provision is made for market stalls, but also that an attractive physical environment is created around the stalls that encourages people to spend time in Guildford Street. Introducing seating and planting can make the street more suitable for market vendors (particularly street food).

Dwell time and Socialising

Socialising is an increasingly important reason for people to visit town centres, particularly young people. However the surveys indicated that this is a relative weakness for Chertsey, with only 3% visiting 'to meet someone' compared to Egham 8% and Addlestone 18%. This is also reflected in a relatively low 'dwell time' with the vast majority of survey respondents spending less than 1 hour in the town centre when visiting.

The lack of seating, mish-mash of street furniture styles & materials, the lack of greenery, the narrowness of pavements and impact of traffic all contribute to making Guildford Street a relatively unattractive street for shoppers to spend time outside. Public realm improvements should seek to address this and create a more attractive environment for socialising in Guildford Street which will in turn help to increase dwell time.

Evening activity

The health check noted that relatively few businesses are open after 6pm, and that overall activity in the town centre is much lower in the afternoons than in the morning. Evening eating and drinking in the central area of Guildford Street north is focused on takeaway restaurants, and the one Indian restaurant. This is a key weakness of Guildford Street.

Street length

The healthcheck noted that "the elongated nature of the town centre, particularly the length of Guildford Street has led to areas of inactivity". Guildford Street (North), the focus of this study, is only 300m long, but it can feel longer because of the absence of focal points or distinctive areas of interest along it. The public realm improvements should seek to create such interest which will help increase footfall by drawing people into and along Guildford Street.

Gateways and Arrival

The two main 'gateways' into Guildford Street are from London St/Windsor St to the north (for pedestrians, cyclists and vehicles), and from the junction with Heriot Road/Riversdell Close to the south (for pedestrians). The entrance from London St/Windsor St for pedestrians and cyclists is often dominated by parked vehicles, vehicles waiting to park and by vehicles turning into the street. It creates a poor quality arrival which undermines the historic character of the street and the visual connections from St Peter's Church. Pedestrian arrival from the south is undermined by the large empty space to the side of the SSNR building. More could be done to enhance the sense of arrival from both directions and to draw more shoppers into Guildford Street.

There are also important pedestrian arrival points into Guildford Street along its length, particularly the routes from the Sainsbury's and Aldi car parks. The public realm improvement should ensure that these are attractive arrival spaces which encourage shoppers using the foodstores to also visit Guildford Street.

Additional negative contributors to be identified as part of heritage baseline.

- Vehicle dominated space
- Pedestrian Pinch points
- Vacant buildings
- P On street parking dominates character of historic street
- Vehicular surface interrupts pedestrian crossing
- Bollards clutter the public realm
- Limited existing seating
- Limited existing greenery
- Blank facades
- Blank facades (upper level)



Opportunities

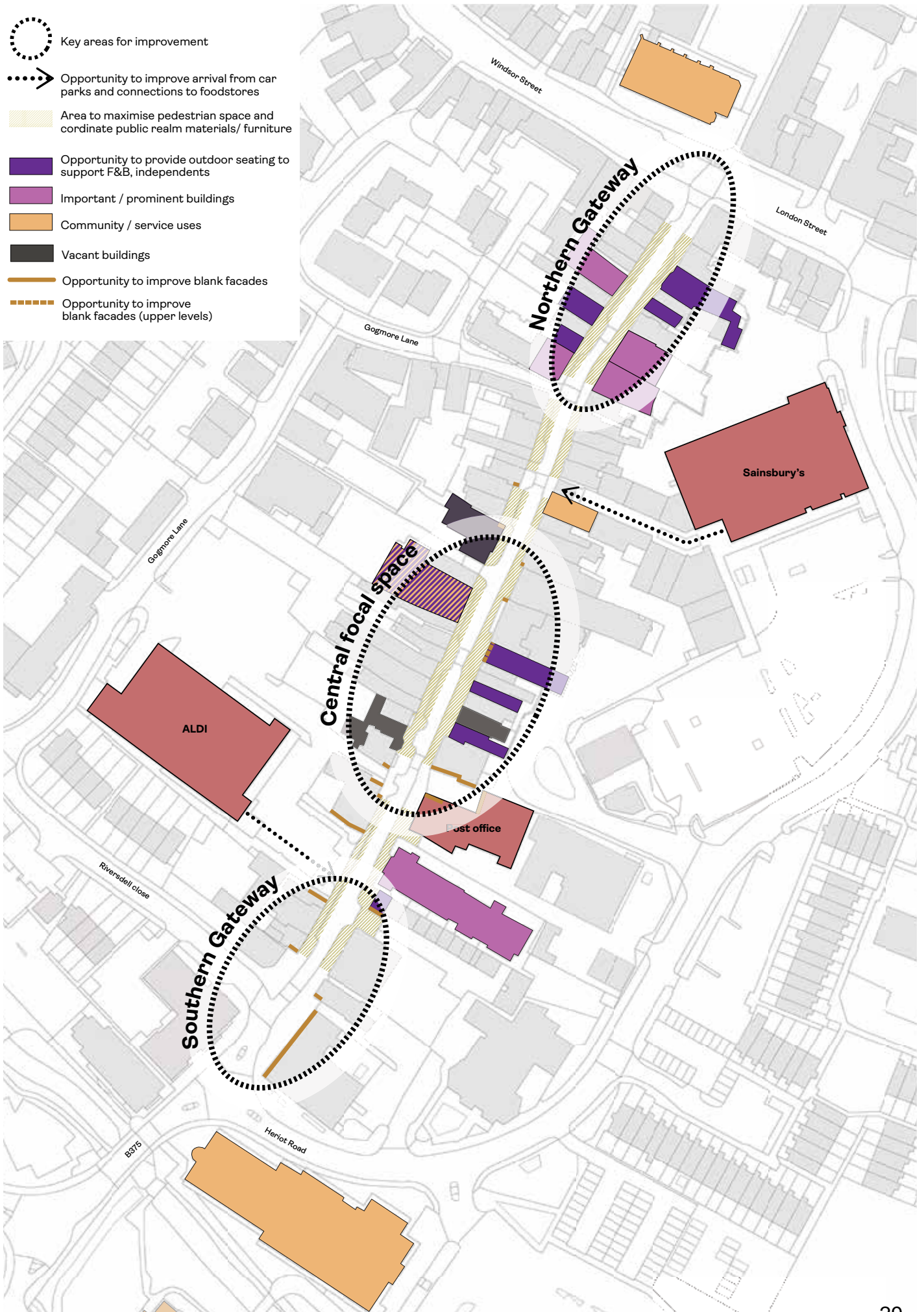
The public realm strategy for Guildford Street is based on the following key objectives:

- Support those businesses which would benefit most from an improved public realm outside their premises, particularly independent businesses, cafes and restaurants,
- Improve gateways and points of arrival for pedestrians to create a more welcoming environment and improve footfall,
- Improve the historic character of the street and individual buildings,
- Improve areas which can stimulate interest in vacant premises,
- Create focal points of interest along the street,
- Increase opportunities for socialising, with more seating and attractive places to spend time,
- Increase greenery in the street,
- Reduce the speed of traffic entering the street and travelling along it, to create a safer environment for shoppers and visitors,
- Removal of redundant street furniture/signage,
- Identify negative and neutral contributors which can be enhanced.

In terms of value for money, a key objective of the public realm proposals should also be to maximise the number of businesses, and the length of the street, that benefits from the improvements. Investment should therefore be spread across a number of areas, not just concentrated in one particular part of the street.

There is an opportunity to undertake a parking survey across the town centre to understand capacity and useage across the car parks. This could help assess the potential for trialling the replacement of some parking bays with 'parklets' comprising seating and planting to increase dwell time in the town centre.

-  Key areas for improvement
-  Opportunity to improve arrival from car parks and connections to foodstores
-  Area to maximise pedestrian space and coordinate public realm materials/ furniture
-  Opportunity to provide outdoor seating to support F&B, independents
-  Important / prominent buildings
-  Community / service uses
-  Vacant buildings
-  Opportunity to improve blank facades
-  Opportunity to improve blank facades (upper levels)



Central Focal Space

Creating a 'central focal space' around the cluster of independent businesses, community uses and food and drink premises that exist at the heart of Guildford Street north would bring a number of benefits. It would support the Beacon Church, and Revive Café, which is a key activity and prominent building at the centre of the street. Improving the public realm in this area, providing additional seating, slowing traffic and reducing the amount of car parking would also improve the environment for the cluster of restaurants and cafes on the opposite side of Guildford Street.

There is the opportunity to create a 'parklet' with improved seating, planting and cycle parking, in the space to the north of the Post Office Depot, which is owned by RBC. This is an important arrival space into Guildford Street from the Sainsbury car park. Improving the area outside the vacant Kings Head pub, would also help with the longer-term reuse of this prominent building.



Northern Gateway

Improving the gateways is an important objective. There is an opportunity to reduce the carriageway width at the entrance into Guildford Street from London Street/Windsor Street. This would reduce traffic speeds entering the street, increase space for pedestrians and seating, and make it safer to cross the street at this junction. These proposals are however being investigated in detail by the LCWIP feasibility study. It is not recommended therefore that the SPF budget be used for these improvements, but they should be coordinated, and funded, as part of the wider LCWIP proposals for London Street and Windsor Street.

The public realm proposals can however address the visual impact of the on-street parking spaces at this northern entrance into Guildford Street. At the moment there is parking on both sides of the street, meaning the view into Guildford Street is often dominated by vehicles. Providing planters at the entrance, where the pavement is wide enough, would soften the view, and significantly reduce the visual impact of cars on the street and the conservation area.

There is also the opportunity to provide additional seating, planting and cycle parking in the area outside Allure which would improve the gateway to Guildford Street.



Southern Gateway

This is an important space for drawing pedestrians north from the Leisure Centre, Library, car park, Riverside park and from other areas of Guildford Street to the south. There is a significant amount of underutilised space immediately adjacent to the blank side elevation of the SSNR building. This provides an opportunity for new planting, seating and even opportunities for 'street food' whilst still leaving plenty of room for pedestrian flow to and from Guildford Street. It would help to draw pedestrians towards Guildford Street, as well as providing a focal space for social activity which is lacking in the town centre.



Parklets

There is the opportunity to create 'parklets' along Guildford Street, areas where new planting and seating can be introduced to create spaces of visual interest, increase greenery, provide opportunities to rest and increase "dwelling time". These should be located at strategic locations along Guildford Street where they can:

- Provide seating and planting to assist cafes and independent businesses,
- Attract visitors into Guildford Street from adjacent car parks,
- Create visual points of interest to draw people along Guildford Street,
- Reduce the visual impact of blank walls and poor quality buildings,
- Create social spaces to increase dwelling time,
- Improve the overall greening and sustainability of the town centre.

'Temporary parklets'

It has already been noted that in order to avoid pre-judging the long-term plans for the LCWIP, the short-term public realm proposals should not involve permanent changes to carriageways or footways. This also has the following benefits:

- It reduces the capital cost and installation cost of individual improvements, enabling more areas to be improved and the benefits to be spread to more areas of Guildford Street,
- It reduces the design time, and approvals needed, to secure permission for the improvements which is essential if the proposals are to be implemented, and the budget spent, within the next 15 months,
- It enables local community organisations to be involved in the design and construction of the parklets.

It is important to note that these 'temporary' parklets will have a permanent quality to them, as shown by the illustrations. Removable planters can also be used to create a more appropriate barrier to Guildford Street on market and event days, (rather than bollards), with design, planting, signage and messaging tailored for more specific events and advertising the traders.

In the longer term, if the introduction of additional greenery and seating within the wider pavements and underused spaces along Guildford Street is welcomed, then there is the opportunity to potentially trial their use to replace a small number of on-street parking bays as part of a coordinated parking strategy across the town centre. This would also be in line with the longer term aims of the LCWIP to improve facilities for pedestrians and cyclists in Guildford Street.



Precedent images highlighting potential solutions for temporary parklets
14

Northern Gateway Parklet

There is space for a potential parklet at the gateway to Guildford Street, outside Allure. This could be combined with planters on the opposite side of Guildford Street, and by the use of planters to close off the street on market days and event days. This would also help to slow traffic and improve pedestrian safety.

Additional planting and seating on the area of wide pavement outside Just Relish and House of Flowers would also improve the environment for users of the cafe and help promote these businesses. It would also prevent illegal parking on this area of pavement improving pedestrian safety and reducing damage to bollards and paving.



Central Area Parklet

The central area parklet is proposed on land owned by RBC immediately north of the Post Office building, in a rather neglected space which is also an important connecting route to Sainsbury car park. There is an opportunity to provide seating and greenery here, reducing the impact of the large expanse of unattractive blank wall. Relocating the existing cycle parking closer to Guildford Street would also make it feel safer and more likely to be used.



Southern Gateway Parklet

There is an opportunity for a parklet on the wider pavement outside the SSNR building and opposite the Travelodge hotel. This would have a significant impact on this space and on arrival into Guildford Street, and could be combined with wider improvements to the area. There is also the opportunity to improve the existing space at the entrance to Aldi car park, although this relates to land in Aldi's ownership.

Improving the southern gateway, would create a strong green character to this southern end of Guildford Street (north), and a stronger connection with the Riverside Park and Gogmore Park. Together they could become a new local destination for the town centre.



Chertsey Improvement project

In 2013 Runnymede Council commissioned consultants to review Chertsey Town centre as a response to the changing economic and retail environment. Chertsey being one of the main Town Centres in the borough was perceived to be under-performing in terms of shopping against it's neighbouring town centres, Addlestone and Egham.

Runnymede Borough Council (RBC) and Surrey County Council (SCC) set out a joint aspiration to lift and enhance the town centre, retaining essential parts of its heritage while also optimising opportunities offered by the land and property assets. Chertsey has a particular set of needs and opportunities. The primary need is to advance the role and function of the centre and strengthen its offer while respecting the particular local character. Upgrades to the function and appearance of the public realm were identified as being key. Access and parking issues also needed to be addressed. Details of the report can be found in the link below.

[140123 - Chertsey report - high res.pdf](#)

Chertsey town Masterplan 2013

The Chertsey Town Centre masterplan 2013 was seen by the borough council to be unrealistic and too ambitious against the council's financial constraints but was used as a baseline for future projects and development work.

In 2020- 2021, the impacts of COVID-19 and the declining economy impacted high streets across the country. In reaction to this central government made it their priority to support high street businesses through the Welcome Back Funding (WBF).

The fund allowed local authorities in England to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in high streets as their economies reopen. It also allowed Council's to reassess their town centres for future strategic planning.

Chertsey refresh masterplan 2021

With the support of the WBF, Runnymede commissioned Lambert Smith Hampton and NEW Masterplanning to carry out a '[refresh](#)' masterplan alongside a wider retail and town centre uses study. This report drew from previous studies and masterplanning work, but had a holistic vision of what communities expect from town centres. The masterplan was seen by the council to be too ambitious. With ongoing pressures on council financial budgets, a large masterplan project would not be realistic. However, it was used as an informative piece of study for internal reference to support future development opportunities and for investigative supporting material.

As part of the refresh masterplan, the consultant carried out some engagement tasks that included a town centre 'walkabout' with officers and local stakeholders. Attendees included ward Councillors, and local historical society members. The Chertsey Society particularly flagged up issues of the environmental appearance of Guildford Street, including shopfronts and roller shutters. Members of the museum and county and council officers were also invited to attend.

In addition, a face-to-face survey was undertaken with shoppers in Guildford Street. A total of 100 interviews were undertaken. Shoppers were asked questions on their shopping behaviours, the thoughts on what the town centre meant to them and what improvements they would like to see.

Key findings included:

- More than 50% visited the two main food stores in Chertsey showing the importance of enhancing pedestrian routes and providing strong wayfinding from these stores and their car parks through to Guildford Street businesses.
- The most important qualities of the town centre were considered to be its historic character and specialist/independent businesses.
- Carlo's Deli and the Church were near the top of the list when people were asked to name their favourite places in Chertsey. Just Relish and the Revive Café were other locations on Guildford Street that were mentioned.
- After 'better choice of shops' the main improvement visitors wanted to see was to the physical environment and appearance of the town centre. The percentage of visitors wanting to see environmental improvements was three times that in Egham and Addlestone.
- The vast majority of respondents visit the town centre for one hour or less, which highlights the opportunity to increase dwell time.

Market & event Survey 2021

In June 2021, during the pandemic period, Economic Development Officers surveyed over 100 retail businesses across the primary towns of Runnymede. This was Addlestone, Chertsey and Egham. The priority was understand how businesses could be supported to reduce the declining footfall within the borough's town centres. Businesses were surveyed on town centre activities and street market developments.

30% of respondents were from Chertsey. 30% were from Addlestone and 40% from Egham.

The overall response to the development of markets and events in the town centres was largely positive with 46% seeing the development of street markets and events as '*very beneficial*' and 33.6% seeing it as '*beneficial*'. Only 7.9% commented that it would not be of 'benefit to the town centres.

When asked what other suggestions they can give to increase footfall in the towns. The most common feedback was:

- More places for secure bike racks
- Increased free parking,
- Improve the look and feel of the town,
- Investment in rejuvenating the town centre like the other two town centres.
- Make the town centre look more upmarket with baskets, displays, pleasant seating areas and bunting.

Visitor Economy Report (2022)

In 2021/22 Runnymede Council assigned a tourism consultant to carry out a thorough study and action point outcomes for a visitor economy and tourism strategy that would align with

the council's economic strategy and the overarching corporate strategy for Runnymede 2022-2026

The visitor economy strategy would support the '*return to high streets safely*' priority and help '*build back better from the pandemic*' aims of local authorities across England that were encouraged by the central government through the WBF.

Town centres lack vibrancy and vitality

Feedback from businesses and residents through scoping exercises indicates that there is a need to support the towns, especially Chertsey where trade and vibrancy have declined.

54 local businesses in July 2021 showed that '*The main disadvantages of Runnymede as a business location were cost of property, congestion, empty units in the town centres, and poor footfall in the town centres*'.

In terms of the borough's three main towns, the headline findings are:

- These are not 'destination towns': they are 'service towns' for their local area. Each town has some pleasant characteristics, occupancy levels of commercial premises appear to be relatively good, and the public realm is relatively well maintained compared to many English towns.
- While the towns are not drivers or motivators of tourism themselves, they do have a potential role as 'visitor hubs', providing facilities and services for visitors to the wider area. However, they do not currently position themselves or behave as visitor hubs:
- They lack vitality and distinctiveness – and there is no encouragement for visitors to explore either the town itself or the wider area.
- There is little or no tourism signage, wayfinding or story-telling.
- Although all three towns have waterways – rivers, canals, navigation systems – they are hardly or not at all signposted from the town centres.
- There is a lack of "animation". Events we learned about are distinctive but small scale. There appears to be no strategy or coordinated resource – either funded or voluntary – to stage and promote regular events that could have a positive impact on footfall and profile.
- The towns are all accessible by rail – but the car dominates. There is a lack of alternatives to the car when it comes to moving around the borough between towns and visitor attractions. Public transport is infrequent and walking/cycling routes are non-existent or invisible.

The report noted that visually Chertsey has a pleasing introduction to the town centre thanks to the Georgian market-town architecture along Windsor Street, and the uninterrupted stretch of period buildings at the top of Guildford Street. However, *Guildford Street – the main high street – promises more than it delivers: there is a lack of commercial investment and several businesses look down-at-heel.*

For visitors looking for local stories, Chertsey Museum has a very well-presented local history gallery. The attractive small museum is housed in an impressive early 19th -century building, close to the ruins of Chertsey Abbey. Elsewhere there is little to reveal the town's history to visitors, although there are distinctive annual events – the Cherry Fair and the Goose Fair – which hint at its important past.

Should Runnymede wish to support the development of its Town Centres it should consider: having a long-term vision and development plan for each town centre. Encourage locals to take an active interest in the look and feel of the town centres. Encourage social, creative

and cultural elements (alongside the commercial) through repurposing buildings and investing in high-quality public realm, and creating a welcoming place to set up a business.

Shop Front improvements Survey 2022

In 2022 Economic Development Officers spoke to 20 businesses on London Street, Windsor street and Guildford Street to get feedback on what businesses felt about opportunities for shop frontage improvement grants.

The majority of respondents were businesses on Guildford Street. This was primarily due to which business owners were available at the time of the survey being carried out.

Questions such as, would you be interested in shop front improvements if you were offered part funded grants? 68% of businesses said they would be interested. 26% said they would consider it.

When asked what type of work would they do if they had the finance, 60% said painting and maintenance would be their priority.

When asked any reasons for not taking up the grants there were varying responses such as, not having the freehold of the shop, asking permission from the landlord, the business owners were retiring soon.

The engagement carried to date is considered to be substantial evidence towards the case that Chertsey Town Centre needs support to create a more attractive place for visitors and businesses.

Shared Prosperity Fund

In 2022, Runnymede Council received £1 million from the Government's Shared Prosperity Fund (SPF) to improve the borough's urban environment and strengthen the sense of community and resilience for residents and businesses. The Council has identified improvements to our town centres as a key priority area for the funding.

Following the investment in Addlestone and Egham town centres, the Council's next objective is to enhance Chertsey Town Centre, the borough's third major town. The Guildford Street North area was seen as the primary focus of the much-needed investment to improve the town's historical attraction and draw visitors back to the high streets. Previous studies and feasibility work has directed the focus on Guildford Street as a much-needed location that is considered by locals and reports to be the hub of the town's activities.

The Council assigned consultants, NEW masterplanning, to carry out a consultation process with Guildford Street businesses and town stakeholders. NEW masterplanning have previously worked on the refreshed Chertsey Masterplanning 2021 and much of their investigation and engagement provided a solid foundation for the next phase of work.

Approximately £500,000 has been allocated to improvements to the public realm, environmental beautification, business grants to improve the frontage of their businesses and additional streetscape, furnishing where identified opportunities arise.

SPF- Guildford Street improvements

Approximately £500,000 of funding is available from Shared Prosperity Fund for public realm improvements to Chertsey town centre. Using the draft town centre masterplan (which was never formally published) as the starting point, consultants identify priority areas for environmental improvements to the town centre, with Guildford Street (North) as a first phase.

SPF funding must be spent by the end of the 2024/25 financial year. It is essential therefore that the proposed public realm improvements be delivered within this timescale. £165,000 will be allocated to support improvements to shopfronts and building frontages on Guildford Street. Grants offered will be between £5- £20,000. A 15% contribution will be required from businesses. This report identifies buildings where improvements could potentially reinforce the proposed public realm improvements. Consideration to Surrey County Council LCWIP strategy proposal is highlighted in the draft report and will be considered in any future developments.

The report identifies the key outcomes through a SWOT analysis of Chertsey and Guildford Street and highlights opportunities that can be reinforced. The outcomes from the SWOT encompass previous reports and recommendations and align them with more recent engagements that the consultants have been carrying out. The following table demonstrates the breadth of engagement that has been carried out over the last 2 years:

Name	Type of engagement
Stakeholder engagement	Town Walkabout in Chertsey
Stakeholders and businesses	Town Team meetings
General public	Retail survey
Residents and businesses	Town Health Check
SME businesses	Survey on Shop Front Grants
Town Centre businesses	Events & Market Survey

A report by New Masterplanning has identified the key challenges and opportunities to enhance the north side of Guildford Street. The report suggests dividing the area into zones, which will allow a wider range of businesses to benefit from the improvements. This approach will prevent some areas from appearing outdated while others are improved.

The report outlines the journey from the northern and southern gateways into Guildford Street. An environmentally-enhanced public area will be created, which will attract visitors to the street. Guildford Street will be developed into a cultural hub for the community, where street markets and events will be held. This will encourage dwell time and increase footfall. The community will also use it as a meeting point.

The concept design takes consideration for the future development of SCC's LCWIP strategy (Local Cycling and Walking Infrastructure Plan). It aims to reduce the speed of vehicles approaching the road and promote walking and cycling during summer periods. The design is also aligned with Runnymede Council's climate change strategy, which encourages the development of environmentally friendly and open spaces in local neighbourhoods. It also highlights key priorities from the Runnymede economic development

strategy to increase footfall and to make our town centres more vibrant areas to support the businesses and the community to prosper.

Issues that have been highlighted from previous reports from engagement from stakeholders on the lack of parking areas where service deliveries can drop off goods to businesses. There are also concerns that free parking is not long enough to encourage people to spend more time in Guildford Street which means that shoppers pick up and get back into their cars without the opportunity to have a snack or a drink.

The key outcomes from the New Masterplanning report highlights the following:

- Support those businesses which would benefit most from an improved public realm and attractive place to visit
- Improve arrival points for pedestrians to create a more welcoming environment and improve footfall
- Improve the historic character of the street and individual buildings
- Improve areas which can stimulate interest in vacant premises
- Create focal points of interest along the street,
- Increase opportunities for socialising, with more seating and attractive places to spend time,
- Increase greenery in the street,

In conclusion, Guildford Street is the hub of Chertsey Town Centre and attracts most of the town's visitors when community events are held. It also hosts a large number of heritage buildings that are in much need of upgrading and beautifying to elevate its attractions.

It was mentioned in a previous report (Visitor Economy 2022) that *Chertsey offers so much yet delivers very little* in terms of its heritage attraction and lack of interest in the main town centre.

Previous feasibility studies and engagement carried out with stakeholders echo much of the frustrations by its businesses and residents in Chertsey not having been given the same amount of attention in investment as Addlestone and Egham. Should future funding opportunities arise, the priority for the council should be to deliver on a strategic plan to upgrade Chertsey Town Centre.





Guildford Street, Chertsey Heritage Assessment

Client: Runnymede Borough Council

Date: February 2024



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1. Introduction

1.1. Scope of the Report

Runnymede Borough Council has appointed Place Services to assess the heritage significance of the northern section of Guildford Street, Chertsey and to identify the existing strengths, weaknesses, threats, and opportunities for enhancement within this part of the Chertsey Conservation Area.

The following report provides an outline of the historic development of Guildford Street and an assessment of its character and appearance by exploring qualities that contribute to this, such as building styles, materials, and areas of public realm, including their condition and state of repair.

Documentary research has been carried out utilising several primary and secondary sources including existing Supplementary Planning Documents (SPDs), local history books, maps, original plans, and historic photographs. A site visit was also undertaken on 20th January 2024.

This report does not assess the archaeological significance or potential of the area.

Objectives

Funding is available from the Shared Prosperity Fund for public realm improvements to Chertsey town centre, with Guildford Street as the first phase. Funding is also available to support improvements to shopfronts and building frontages along Guildford Street.

This report will identify opportunities for improvement and enhancement along Guildford Street with a particular focus on building frontages and the public realm, to support decision making.

1.2. Planning Policy and Guidance

The National Planning Policy Framework (NPPF) highlights good design as one of twelve core principals of sustainable development. Sustainable development relies on sympathetic design, achieved through an understanding of context, the immediate and larger character of the area in which new development is sited.

This assessment follows best practice guidance, including Historic England's revised Historic England Advice Note 1 for *Conservation Area Appraisal, Designation and Management* (2019) and *The Setting of Heritage Assets* (2017).

The legislative framework for conservation and enhancement of Conservation Areas and Listed Buildings is set out in the Planning (Listed Buildings and Conservation Areas) Act 1990 (HMSO 1990). In particular, section 69 of this Act requires Local Planning Authorities to designate areas which they consider to be of architectural and historic interest as Conservation Areas, and section 72 requires that special attention should be paid to ensuring that the character and appearance of these areas is preserved or enhanced. Section 71 also requires the Local Planning Authority to formulate and publish proposals for the preservation and enhancement of these areas.

National planning policy in relation to the conservation and enhancement of heritage assets is outlined in chapter 16 of the NPPF. Paragraph 197 states that *'When considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest.'* Paragraph 206 states that Local Planning Authorities should *'...should look for opportunities for new development within Conservation Areas and*

World Heritage Sites, and within the setting of heritage assets, to enhance or better reveal their significance.'

1.3. Consultation

A consultation period between 29th Feb to 24th March will be held which will include a pop-up exhibition and a launch event for businesses and stakeholders to view. Two exhibitions will be made available for general viewing between 1st and 16th March 2024, following a preview evening for invited stakeholders and businesses to view the exhibition material and an informal presentation.

2. Guildford Street

2.1 Location and Extent of the Area

The study area for this assessment includes the northern section of Guildford Street which stretches from the southern junction with Heriot Road and Riversdell Close and the northern junction with Windsor Street and London Street, Chertsey.

Guildford Street is located within the Chertsey Conservation Area and there are 18 statutorily listed buildings within the study area.



Figure 1: Extent of Study Area

2.2 Origin and Evolution

Chertsey is a market town whose central core retains its medieval street pattern intact, although populated with buildings principally from the eighteenth and nineteenth centuries. This core is centred on the junction of its three principal roads, Guildford Street, London Street and Windsor Street.

King Henry I gave the town its market charter, which was reconfirmed by Henry III in 1249 and Edward I in 1282. St Peter's Church dates back to the early thirteenth and fourteenth centuries, although the west tower and chancel comprises the only remaining original fabric.

In 1599, Elizabeth I granted permission for a new market and a fair, and a market town formed around the Abbey remains following the construction of a market house, which stood until 1809. The market house, which has since been demolished, was situated directly in front of St Peter's Church, which no doubt accounts for the particularly wide street and junction with Guildford Street.

The town, well placed between London and Windsor, soon became a busy coaching town. Many of the public houses and inns that remain today were built during this period. The George in Guildford Street is thought to be the earliest coaching inn in Surrey, dating back to the thirteenth century, although little of its historic fabric remains.

The poet Abraham Cowley lived in Guildford Street during the seventeenth century; he died at Cowley House (also known as Porch House) in 1667.



Figure 2: Late-nineteenth century photograph showing wide junction of Guildford Street, London Street, and Windsor Street.

Chertsey remained an important coaching town throughout the eighteenth century and John Senex's eighteenth century map shows the main streets of Windsor Street, London Street and Guildford Street densely lined with housing and businesses. It was only after the mid-nineteenth century that the town was significantly expanded beyond its medieval extent.



Figure 3: John Senex, Map of Surrey (1729) (Surrey History Centre)

The railway arrived in 1848, when a line was opened running from Weybridge, through Addlestone to Chertsey. The station and railway line are to the south of the town centre. This infrastructure caused an increase in the local population and significant development, particularly at the southern end of the town. The Herring Iron Foundry, which supplied ornamental ironwork and heating apparatus, was originally set up in Guildford Street, before moving to a site in Gogmore Lane in 1827.

In the late-nineteenth century The Constitutional Hall was built on the east side of Guildford Street and in the twentieth century several Edwardian and Victorian buildings along Guildford Street were replaced with modern buildings.



Figure 4: Heritage Asset Map (designated heritage assets are edged in blue; non-designated heritage assets indicated by red circle)

2.3 Designated Heritage Assets

Guildford Street is located within the Chertsey Conservation Area and there are 18 statutorily listed buildings within the study area (Figure 4).

These buildings have been listed due to their special historic and architectural interest as defined by Historic England. Further information about the listing process can be found on the Historic England website: www.historicengland.org.uk/listing/the-list/.

Conservation Area

Conservation Areas are designated by local planning authorities to preserve or enhance the character or appearance of areas of special historic or architectural interest, as set out in Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990.

The Chertsey Conservation Area was designated in October 1969; it is one of eight conservation areas under the jurisdiction of Runnymede Borough Council. The Conservation Area has been extended twice, first in 1987 and again in 1994.

The Chertsey Conservation Area Appraisal (2020) describes the special interest of the area:

“Overall, the special interest of the Chertsey Conservation Area is derived from the town’s historic development in relation to the Abbey and subsequent evolution into a thriving market and coaching town, which continues to the present day. Beyond the civic and commercial heart of the Conservation Area around the town square and Guildford Street, are both important high-status residential buildings, more modest cottages and townhouses and spacious and pleasant public open spaces.”

Listed Buildings

The rarer and older a building is, the more likely it is to be listed. As a general principle, all buildings that pre-date 1700 and are in a relatively intact condition will be listed, as will all buildings that date between 1750 and 1850. There is strict criterion for buildings built after 1945; buildings less than thirty years old are unlikely to be listed unless they have been deemed as exceptional examples of their type.

Listed buildings are considered under three grades in England. Grade I buildings are of exceptional interest and make up approximately 2.5% of all listings; Grade II* are of more than special interest and make up approximately 5.8% of all listings; Grade II are of special interest and most common, making up 91.7% of all listings.¹

Listed buildings are protected by government legislation and there are policies in place to ensure that any alterations to a listed building will

¹ Historic England, Listed Buildings <https://historicengland.org.uk/listing/what-is-designation/listed-buildings/>



not affect its special interest. It is possible to alter, extend or demolish a listed building but this requires listed building consent and sometimes planning permission.

Guildford Street contains a high density of listed buildings which emphasises its special interest. The table below lists all nationally listed buildings within the study area.

<i>Listed Building</i>	<i>Grade</i>	<i>List UID</i>	<i>List Description</i>
1, Windsor Street	II	1377930	C18 with alterations, two storey and attic, three windows including blank recess above entrance, near centre. Red brick. Near-flush-frame sash windows at first floor. Altered casement dormers in tiled mansard. Ground floor stuccoed with rusticated quoins, west, and doorcase with pilasters and entablature, one window and shop front with cornice and splayed entrance, east corner, also in stucco case with pilasters and entablature.
132 and 134, Guildford Street	II	1295168	C18 front with C17 gables at rear. 3 storey. 6 windows in all. Stucco, lined and painted. Narrow cornice below Low parapet. Flank pilaster projections. Plinth. Sash windows with glazing bars. Blank window at 1st floor, above entrance with stucco case with pilasters and entablature, and with 1 window to south, and projecting modern shop, north, with central entrance.
127-133, Guildford Street	II	1178123	1828. 3 storey. 1 window each. Stone or stucco, painted. Coupled brackets at wood eaves remain to No 127. Sash windows with glazing bars. Slate roof. Ground floor shops. Group value.
Prince Regent Inn	II	1029189	Early C18. 3 storey. Stucco, lined and painted. Tile roof. Widely spaced brackets at eaves. New brick chimneys. 4 windows. Near-flush-frame windows with glazing bars. Group value.
124 and 124A, Guildford Street	II	1295165	Early C19, 3 storey 2 windows. Amber brick. Slate roof, hipped. Coupled brackets to fairly wide eaves soffit. Shallow recesses, through 1st and 2nd floors, with segmental heads springing from flutes bands level with 2nd floor window heads. Gauged flat arches to sash windows with glazing bars. Channelled bands across recesses below 2nd floor windows. Ground floor modern shops. Group value.
123, Guildford Street	II	1029185lodon	Early C19. 3 storey. 1 window, at 1st floor, with glazing bars. 2nd floor windows now casements without bars. Band below eaves soffit. Slate roof with hip. Ground floor shop front in wood case with reeded pilasters and entablature with small brackets. Group value.

<i>Listed Building</i>	<i>Grade</i>	<i>List UID</i>	<i>List Description</i>
121, Guildford Street	II	1377940	C18 with alterations. 3 storey. 3 windows. Red brick. Tile roof. Moulded cornice above cove. Parapet with stone cope. Sash windows with gauged flat arches, and with glazing bars. Keystone to centre 1st floor window. Modern shop front. NMR photo. Group value.
118 and 120, Guildford Street	II	1029188	Early C19. 2 storey. Stucco front with parapet. 3 French windows with 1st floor balcony whole width of building. Iron balcony railing, cast, honeysuckle- motif design. One centre shop door, upper panels glazed, with shop front each side with glazing bars. 2 side doors, 3-panel, with fanlights. 1st floor balcony supported on shop front and detached Corinthian columns to side doors. Entablature with enriched cornice runs whole width of front.
119, Guildford Street	II	1178114	Early C19. 2 storey. 2 windows. Amber brick. Parapet with stone cope. Semi-elliptical recesses with gauged arches springing from channelled bands level with heads of 1st floor sash windows with glazing bars. Ground floor wood shop fronts with pilasters and entablatures. Slate roof. Group value.
Westminster Bank	II	1377902	Early C19. 3 storeys, 3 windows. Amber brick. Coupled shaped brackets to rather wide eaves soffit. Probably slate roof, gauged flat arches to sash windows with glazing bars. Limestone ashlar ground floor Bank front with cambered heads to casement windows with aprons, moulded plinth, and arched entrances at sides with Doric columns on pedestals.
117, Guildford Street	II	1029184	C18 altered. 3 storey. 2 windows. Old tile roof. Gauged cambered heads to sash windows, now with central glazing bars only. Modern ground floor shop with splayed corner. North return facade has near-flush-frame sash windows with glazing bars.
115, Guildford Street	II	1178069	C18 altered. 3 storey. 2 windows. Brick. Old tile roof. Slightly cambered heads to flat arches of sash windows now without glazing bars. Band below stucco moulded cornice with plain course above. Group value.
113 and 113A, Guildford Street	II	1377939	Probably 1st half of C18, with alterations. Yellow brick with red dressings. 3 storeys including attic storey with blank centre. Old tile roof. Ogee bracket cornice with central pediment above break forward. Red gauged flat arches and

<i>Listed Building</i>	<i>Grade</i>	<i>List UID</i>	<i>List Description</i>
			dressings to sash windows with glazing bars. 1st floor triple window consisting of centre arched sash window with radial bars at head, and smaller side blank recesses painted as windows. Modern ground floor with plate glass.
94, 96, 98, 104, 106 and 108, Guildford Street	II	1295184	Generally C18 with alterations. No 94, 2 storey and attic, 2 windows. Red brick. Parapet with cope. Small wood ogee bracket cornice. Gauged flat arches to 3-light near-flush-frame sash windows, now without glazing bars. Ground floor modern shop. Nos 96 and 98, late C18 pair, 2 storey and attic, 2 windows each. Amber brick. Gauged flat arched to 1st floor sash windows with glazing bars (missing to lower sashes of No 96). Flush band below low parapet. Square headed dormer window in mansard roof. Ground floor, shops with wood cases with pilasters and entablatures. Nos 100 and 100A, 2 storey, 2 windows, in all, at 1st floor. Stucco, painted. Cambered heads to sash windows, now with centre glazing bars only, Ground floor modern shops. No 104, 2 storey and attic. Stucco, lined and painted. Old tile roof with small gabled casement dormer. Brick toothed eaves band. Near-flush-frame sash windows now with central glazing bars only. No 106, 2 storey and attic, 2 windows. Stucco, lined and painted. One gabled dormer with sliding casement and one dormer sash window with glazing bars. Ground floor modern shop with wood case. No 108, 2 storey and attic. Segmental headed dormer sash window with glazing bars in tile mansard. Brick, painted, 3-light canted bow sash window, at 1st floor, with glazing bars, in wood case with side pilasters and ogee bracket cornice which extend the full width of front below low parapet with cope. Ground floor, early C19 wood shop front, slightly projecting, with entrance with patterned radial bar fan. Sheet glass to shop window and to upper part of door.
94, 96, and 98, Guildford Street (See details for further address information)	II	1039975	Generally C18 with alterations. No 94, 2 storey and attic, 2 windows. Red brick. Parapet with cope. Small wood ogee bracket cornice. Gauged flat arches to 3-light near-flush-frame sash windows, now without glazing bars. Ground floor modern shop. Nos 96 and 98, late C18 pair, 2 storey and attic, 2 windows each. Amber brick. Gauged flat arched to 1st floor sash windows with glazing bars (missing to lower sashes of No 96). Flush band below low parapet. Square headed dormer window in mansard roof. Ground floor, shops with wood cases with pilasters and entablatures. Nos 100 and 100A, 2 storey, 2 windows, in all, at 1st floor. Stucco, painted. Cambered heads to sash windows, now with centre glazing bars only, Ground floor modern shops. No 104, 2 storey and attic. Stucco, lined and painted. Old tile roof with small gabled casement dormer. Brick toothed eaves band. Near-flush-frame sash windows now with central glazing bars only. No 106, 2 storey and attic, 2 windows. Stucco, lined and painted. One

<i>Listed Building</i>	<i>Grade</i>	<i>List UID</i>	<i>List Description</i>
			<p>gabled dormer with sliding casement and one dormer sash window with glazing bars. Ground floor modern shop with wood case. No 108, 2 storey and attic. Segmental headed dormer sash window with glazing bars in tile mansard. Brick, painted, 3-light canted bow sash window, at 1st floor, with glazing bars, in wood case with side pilasters and ogee bracket cornice which extend the full width of front below low parapet with cope. Ground floor, early C19 wood shop front, slightly projecting, with entrance with patterned radial bar fan. Sheet glass to shop window and to upper part of door.</p> <p>(An updated listing of 1295184 to include 100 and 100A)</p>
King's Head Hotel	II	1029183	<p>Early C18 and later. 3 storey. 2 gables to road. Upper part of one wide gable is hipped. Tile roof, with hipped ends. 3 brick chimneys. 5 windows at 1st floor (one blank). Sash windows with glazing bars. Modern hotel entrance with modern windows at ground floor.</p>
<p>90, Guildford Street</p> <p><i>(Erroneous list entry. This entry relates to 100, Guildford Street – Honeycomb Pharmacy)</i></p>	II	1029187	<p>Probably C18 altered. 2 storey and attic. Square headed sash dormer window with glazing bars in tile mansard. Red brick. Parapet with stone cope. 3 light near-flush-frame sash window with glazing bars and gauged flat arch at 1st floor. Ground floor shop with wood case.</p>
63-67, Guildford Street	II	1178048	<p>Probably C18 with alterations. 2 storey. Brick part stuccoed, and part roughcast, painted. 2 windows each. Tile roof with criss-cross pattern. Near-flush-frame sash windows at 1st floor, one (No 67) with glazing bars remaining. Mainly modern ground floor to No 63. Nos 65 and 67, with c19 shop fronts with wood cases. Group value.</p>



Figures 5-8
(Clockwise from
top left)

The Prince
Regent; 118-120,
Guildford Street;
132-134, Guildford
Street; 113,
Guildford Street.



2.4 Non-Designated Heritage Assets

Every building, space and feature within a conservation area makes a contribution to its character and special interest, be it positive, neutral or negative.

Heritage assets are defined in the National Planning Policy Framework as 'A building, monument, site, place, area, or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest.'²

Not all heritage assets are nationally listed, and just because a building is not included on the statutory list does not mean it is of no heritage value. Buildings and other smaller features of the built environment such as fountains, railings, signs, and landscaping can make a positive contribution to the appreciation of an area's historic interest and its general appearance. Local listing is an important tool for local planning authorities to identify non-listed buildings and heritage assets which make a positive contribution to the locality.

Runnymede Borough Council published its most recent Local List and criteria in June 2019 using best practice guidance from Historic England, including *Local Heritage Listing: Historic England Advice Note 7 (2021)* and *Conservation Principles, Policies and Guidance (2008)*.

The study area has four identified locally listed buildings (also known as non-designated heritage assets or NDHAs), which are listed in the table below. However, it is important to note that in some cases, local planning authorities may also identify non-designated heritage assets as part of the decision-making process on planning applications.³

² NPPF, p70

³ Planning Practice Guidance Paragraph: 040 Reference ID: 18a-040-20190723

NDHA	Local List Description
<p>Barclays Bank (125 Guildford Street)</p>	<p><u>Reason(s) for Local Value</u></p> <p>Association: With C.G Miller. Illustration: Continues in original function as bank. Aesthetics: Landmark building with a grand and decorative Classical style</p> <p><u>Reason(s) for Standing Out in its Surroundings</u></p> <p>Rarity: Example of renaissance style in Chertsey</p>
<p>No. 119a Guildford Street</p>	<p><u>Reason(s) for Local Value</u></p> <p>Aesthetics: Contribution to Guildford Street due to its distinctive design and prominent corner position. Association: History of retail, specifically selling carpets and furnishings. Communal: Role in collective memory of the history of Chertsey's main retail street</p> <p><u>Reason(s) for Standing Out in its Surroundings</u></p> <p>Rarity / Local Identity and Distinctiveness: Distinctive architectural style</p>
<p>No. 80 Guildford Street</p>	<p><u>Reason(s) for Local Value</u></p> <p>Illustration: The only surviving remnant of Burnwood House. Aesthetics: Classical style with quoins and oversized brackets</p> <p><u>Reason(s) for Standing Out in its Surroundings</u></p> <p>Age: early 18th century. Local Identity and Distinctiveness: Prominent building on Guildford Street due to architectural style and decorative feature</p>

<p>The Constitutional Hall (No. 70 Guildford Street)</p>	<p><u>Reason(s) for Local Value</u></p> <p>Association: First place where films were shown in Chertsey in early 20th century. Aesthetics: Attractive red brick building with decorative gables and terracotta detailing. Communal: role in collective memory as Constitutional Hall and Auctioneers</p> <p><u>Reason(s) for Standing Out in its Surroundings</u></p> <p>Rarity: Example of early 20th century entertainment hall in local area</p>
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Figure 9: Upper floors of locally listed 125, Guildford Street.



Figure 10: Locally listed 119, Guildford Street.

3 Character Assessment

3.1 Streetscape and Character

Guildford Street is the main retail and commercial street in Chertsey running on a north-east and south-west axis. Guildford Street has a distinct character, owing to its rapid development throughout the eighteenth century as a critical road within an important and ideally situated coaching town. The continuity of street-fronting buildings with ground-floor shopfronts results in a discernible historic retail character and appearance which is reinforced by associated street furniture such as signposts and street bollards. Its linear street pattern, along with its relationship with Windsor Street and London Street, references its medieval origins.

With very few exceptions at road junctions, the buildings within the study area are all terraced, with gaps only for the narrow alleys and lanes which lead off it. Generally, buildings are three storeys, with some rising to only two storeys. Buildings also often have a dormered attic storey within the roof. The roofline is varied with a range of roof pitches, as well as brick parapets, a variety of Dutch gables and attractive triangular pediments.

Building plots are varied in width although the majority are long and narrow, hinting at their medieval beginnings. Buildings are positioned directly onto the pavement and most have a rear garden or yard often partly infilled by rear extensions or outbuildings. There are a minority of buildings, such as the Constitutional Hall (No. 70a) which are set slightly

back from the street behind railings, but this is not a prevalent characteristic.

Alleys and paths leading off the street are also remnants of the medieval burgage plot pattern and provide breathing spaces and intervals between buildings, such as that to the south of No.109a. There is also a broad gap in the street frontage in front of the Aldi car park.

3.2 Building Uses

Shopfronts occupy the ground floor of the majority of buildings along Guildford Street. While many possess historic features many also have modern interventions (with varying degrees of success), and in some cases full shopfronts are modern. The upper levels of buildings in the street are occupied by residential flats or offices.

The street also contains pubs, banks and cafes and the car park to an Aldi supermarket, which is set back from the street. In a couple of cases buildings have entirely residential uses, as at Nos. 66 and 70a. Several buildings are unoccupied.

3.3 Building Styles and Materials

Red brick is the predominant material along the street, although there are several examples of buff or light brown brick. Whilst most brickwork is exposed, some buildings are painted or rendered, including some pebble-dash render (Tia Maria Café). Several significant buildings feature a stone-clad ground floor or stone dressings, for example the bank buildings (Barclays) at the northern end of the street.

Guildford Street displays several architectural styles and a rich variety of architectural detail. Remnants of historic shopfronts include corbels, pilasters, entablatures and, in some cases, window frames. The ground floors of significant buildings, such as Nos. 114-116 and 118-120, are articulated by classical columns or pilasters. Other forms of ornament include decorative swags and urns at roof level or within gables, decorative terracotta tiles in pediments and dentilled cornices (No. 119a). Timber sash windows are common, some original, although some have been altered or replaced. Several attic storeys feature dormer attic windows and there are also examples of bay, bow, and oriel windows.

3.4 Public Realm

The surface treatment of the pavements is a generally attractive combination of granite kerbs, granite setts and York stone pavers, with occasional terracotta setts and tactile concrete slabs at crossings.

There is extensive street furniture including bollards, benches, signposts, lampposts and litter bins. There are several generations of

these items resulting in a discordant variance in their design and appearance.



Figure 11: Stone cladding to 125, Guildford Street

There are also planters flanking the entrance to Guildford Street, which provide some welcome greenery, as well as window boxes to several first-floor windows.

The alleys and lanes which lead off of Guildford Street allow for breaks to the sense of enclosure and continuous built form.



Figure 12: Inconsistencies in the design and colour of street furniture add to the sense of visual clutter.

There are also multiple short stay parking and loading bays in the along both sides of the street which frequently compromises the pavement width.

3.5 Neutral and Negative Elements

Public Realm

Excessive vehicular traffic and the density of on-street parking is the most strikingly apparent negative element of the area. It often reduces the pavement width, obstructs pedestrian movement, obscures important views, and is the biggest contributor to the visual clutter of Guildford Street.

Whilst some of the street furniture is well-designed to respond to the historic character of the street, much of it is poorly maintained and in need of repair, refurbishment, or replacement. The variance in style and colour also adds to the sense of clutter along the street. An abundance of A-boards, as well as commercial wheelie bins, also add additional clutter to the pavements, and reduce pedestrian movement.

Additionally, many of the granite kerbs and stone paving slabs have been damaged due to cars and larger vehicles frequently mounting the pavement.

Building Frontages

Many of the historic shopfronts have been replaced with unsympathetic modern versions and roller shutters have also been installed to some shops, detracting from their appearance when both open and closed.

Several windows to upper storeys have been replaced with inappropriate uPVC units.

Additionally, many building frontages have accumulated numerous modern domestic accoutrements such as visible satellite dishes, television aerials, security cameras, alarm boxes, and exposed surface cables. This has resulted in a visual clutter which has a negative impact on individual buildings and the streetscape as a whole. Furthermore, there is an abundance of pigeon deterrents adorning buildings, such as netting and bird spikes, which often detract from or obscure the architectural interest of the area.

Many buildings need maintenance and repair with high level foliage growth on some buildings, damaged original features, and peeling paint to others.

Empty units make a negative contribution to Guildford Street by reason of their inactive storefronts, boarded up windows, and blank fascias.

4 Opportunities for Enhancement

4.1 Business Frontages

Maintenance

Many buildings need maintenance. A programme of repainting, stone and render cleaning, and the removal of high-level foliage growth, would significantly improve the overall appearance of the building stock along Guildford Street.

The removal of redundant services, such as satellite dishes and cables will also help to improve building frontages.

Repair

Poor maintenance leads to the deterioration of the fabric of the built environment and results in a loss of architectural details. Improved awareness of simple maintenance and repair would be conducive with the preservation of Guildford Street's built heritage.

The repair of remnants of traditional shopfront features would ensure that those architectural details that remain are not lost to further deterioration or future development.

Reinstatement

Some ground-floor shopfronts have been replaced with unsympathetic modern versions, while windows to some upper storeys have been replaced with uPVC units which erode the special character of Guildford Street. Wherever practicable, the reinstatement of historic features such as storefronts and timber windows would enhance the character and appearance of the street.

Design Guidance

Overall, Guildford Street would benefit from a single Good Practice Design Guide on standard alterations such as signage, shopfronts, windows, doors, rainwater goods, boundaries and roof extensions. This would ensure inappropriate development does not become a prevalent characteristic.

Empty Units

Ensuring unoccupied buildings do not become unattractive and inactive frontages will be key to the enhancement of the area. Temporary window vinyls, for example, can improve the aesthetic of an empty unit in a high street setting.

4.2 Public Realm

Vehicular Traffic and Parking

Guildford Street is the main retail and commercial street in Chertsey. This results in high traffic levels and on-street parking which detracts from its character and pedestrian experience. Guildford Street is easily accessed by public transport, foot and vehicle. Improvements to the management of traffic could enhance the area character of the area considerably, including measures such as traffic calming, parking restrictions, and upgrades to the cycle network and footpaths.

Street Furniture

The abundance, and variation, of street furniture is a detracting feature along Guildford Street. A programme of repair and maintenance, along with rationalisation would greatly reduce public realm clutter and enhance character and pedestrian experience. Adherence to a standard design code for street furniture would be beneficial.

Interpretation

There are currently no areas of heritage interpretation along Guildford Street. There is scope for some interpretation within the study area aimed at improving understanding and awareness of its heritage significance and special interest. Guildford Street would benefit from well-designed interpretation boards, interactive QR heritage trails, or the introduction of public art which explains the history of Guildford Street from its medieval origins, and which highlights its historic buildings.

EQUALITY SCREENING

Appendix C

Equality Impact Assessment guidance should be considered when completing this form.

POLICY/FUNCTION/ACTIVITY	LEAD OFFICER
Public Consultations for Improvements to Guildford St, Chertsey	Azra Mukadam

A. What is the aim of this policy, function or activity? Why is it needed? What is it hoped to achieve and how will it be ensured it works as intended? Does it affect service users, employees or the wider community?

In 2022, Runnymede Council received £1 million from the Government's Shared Prosperity Fund (SPF) to improve the borough's urban environment and strengthen the sense of community and resilience for residents and businesses. The Council has identified improvements to our town centres as a key priority area for the funding.

Following the investment in Addlestone and Egham town centres, the Council's next objective is to enhance Chertsey Town Centre, the borough's third major town. The northern side of Guildford Street was seen as the primary focus of the much-needed investment to improve the town's historical attraction and draw visitors back to the high streets. Previous studies and feasibility work has directed the focus on Guildford Street as a much-needed location that is considered by locals and reports to be the hub of the town's activities.

The Council assigned consultants, NEW masterplanning, to carry out a consultation process with Guildford Street businesses and town stakeholders. NEW masterplanning have previously worked on the refreshed Chertsey Masterplanning 2021 and much of their investigation and engagement provided a solid foundation for the next phase of work.

Approximately £500,000 has been allocated to improvements to the public realm, environmental beautification, business grants to improve the frontage of their businesses and additional streetscape, furnishing where identified opportunities arise.

Quarterly updates from the Senior Economic Development Officer, of the wider SPF funding, is reported to CMC and CLT, which identifies the breadth of projects that are supported by the overall £1million.

Chertsey is a priority area for the wider economic development strategy to level up Runnymede residents' pride in their local area. The objectives are to deliver improvements to Chertsey Town Centre.

In order to present concept plans for improvements to Guildford St, consultants and officers will be taking it to public consultation for 3 weeks (1st -29th March).

The improvements to Guildford Street will affect residents and visitors to Chertsey

B. Is this policy, function or activity relevant to equality? Does the policy, function or activity relate to an area in which there are known inequalities, or where different groups have different needs or experience? Remember, it may be relevant because there are opportunities to promote equality and greater access, not just potential for adverse impacts or unlawful discrimination.

The Protected Characteristics are; Sex, Age, Disability, Race, Religion and Beliefs, Sexual Orientation, Marriage and Civil Partnership, Gender Reassignment, Pregnancy and Maternity.

Any impact from the consultation on the wider borough community, including those groups with protected characteristics is likely to be positive by encouraging people of all ages, women who come within the protected characteristic of pregnant & maternity, and anyone with a disability to have access to plans in their preferred format.

Consultation exhibition will be moveable as a pop up which is going to be in two set venue in the town centre. The aim is to have two unmanned exhibition at the Revive Café, and the other at the Chertsey library which will attract a wide mix of people from pregnant ladies and young children to groups that facilitate those with disabilities.

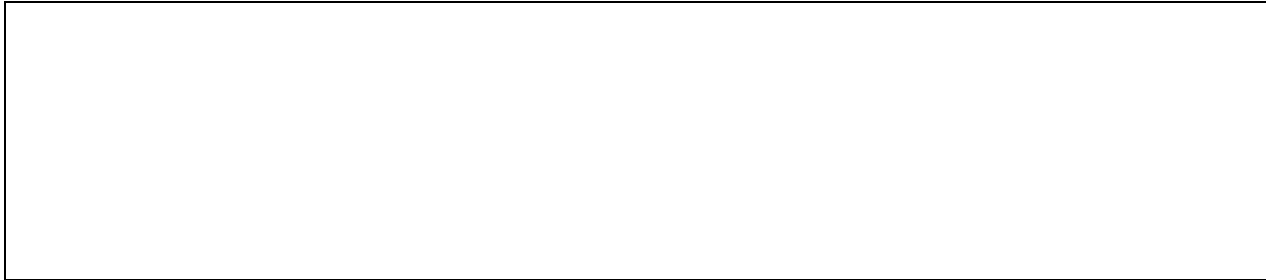
Other exhibitions will have the opportunity to hold a pop up at the Riverbourne Gym and the Chertsey Museum.

The table below highlights points that have been considered as positives and negatives of the exhibition, that may directly impact those protected characteristics of age, pregnancy & maternity, and disability the following points:

Positive of expansion	Negatives of expansion
<ul style="list-style-type: none"> • Wider choice of locations in Chertsey Town Centre to exhibit the concept drawings. • Drawings and questions will also be posted on the council website by using Microsoft survey • Runnymede Access Liaison Group (RALG) have also been contacted to support their representative to comment on the consultation. • Covering all hours across the weeks will allow those protected characteristics access to the consultation at hours that best suit them • Having manned and unmanned exhibitions allows for face to face questions and help with completing surveys/questionnaires • Poster will be hung on shop windows in Guildford St to allow for passers by to scan and upload consultation materials. 	<ul style="list-style-type: none"> • Three-week consultation is due to the limitation of developing the project under tight funding criteria • Consideration of promotion to those who have hearing and visual impairment. (RALG) • Consideration is needed for advertising/promotion to those with hearing and visual impairment (RALG) • Offering larger prints and an option for a walkabout to go through the consultation if requested by RALG

The table shows that both the younger and older people (the protected characteristic of age) will have access to the consultation through either visiting a site where the exhibition is being held or using the online digital option.

A digital option could positive impact anyone within the protected characteristic of disability due to breathing related issues and struggles to walk to places.



If the policy, function or activity is considered to be relevant to equality then a full Equality Impact Assessment may need to be carried out. If the policy function or activity does not engage any protected characteristics then you should complete Part C below. Where Protected Characteristics are engaged, but Full Impact Assessment is not required because measures are in place or are proposed to be implemented that would mitigate the impact on those affected or would provide an opportunity to promote equalities please complete Part C.

C. If the policy, function or activity is not considered to be relevant to equality, what are the reasons for this conclusion? Alternatively, if there it is considered that there is an impact on any Protected of Characteristics but that measures are in place or are proposed to be implemented please state those measures and how it/they are expected to have the desired result. What evidence has been used to make this decision? A simple statement of 'no relevance' or 'no data' is not sufficient.

Considering the wide range of engagement planned for the consultation proposed, Officers believe this work demonstrates that there is little negative impact to the protected characteristics considered in Part B thus completing an equalities screening assessment is adequate at this stage.
The consultation proposal considers a range of opportunities for the protected characteristics to be made aware of the consultation and to respond to the proposed improvement work.

This screening assessment will need to be referred to the Equality Group for challenge before sign-off.

Date completed: 13th February 2024

Sign-off by senior manager:

Phil Turner (Asst CX – Place)

Report title	Pay Policy Statement
Report author	Kate Enver, Corporate Head of HR and OD
Department	Human Resources and Organisational Development
Exempt?	No
Exemption type	Not applicable
Reasons for exemption	Not applicable

Purpose of report:

To recommend to full Council

Synopsis of report:

The Pay Policy Statement is the annual statement for the financial year 2024/25 as required by the Localism Act (2011). The purpose of this statement is to provide transparency about how Runnymede Borough Council uses public funds to pay staff. It is a statement of existing policy rather than a pay strategy.

Recommendation(s):

To recommend to full Council that the Annual Pay Policy Statement 2024/25 as appended to the report be approved.

1. Context and background of report

- 1.1 Section 38 of the Localism Act (2011) introduced the requirement for all Councils to prepare a Pay Policy Statement for the following financial year setting out how the Council approached the setting of local pay. It was designed to increase accountability, transparency, and fairness by publishing this annual statement on each Council's external website by 31 March of each year to enable the local community to view it.
- 1.2 In addition, Pay Policy Statements are intended to ensure that policies in relation to the pay and reward of the most senior staff are set out clearly in the context of the pay of the wider workforce. This is why the relationship between the most senior executives' pay and the mean and average salaries of the wider workforce are set out as pay ratios. The ratios between the pay of senior staff and lower paid staff have gradually lessened over recent years as is reflected in the ratios between this year and last year

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

- 2.1 The Annual Pay Policy Statement for the financial year 2024/25 is attached. There

are a few features to note in this year's statement. The introduction of the National Living Wage on 1 April 2016 has had the effect of eroding away Scales 1,2 and 3 of the pay structure in past years. The National Living Wage, which now applies to those aged 23 and over rises from £10.42 per hour to £11.44 per hour w.e.f. 1st April 2024.

- 2.2 This means that the minimum annual salary rises from £20,707 to £22,071. The effect of this rise is to increase the base annual salary of 45 permanent and 34 casual employees to the new level of the National Living Wage. To address the impact of the increases to the National Living Wage, a proposed re-modelling of the lower end of the pay structure is being designed and will be contained in a separate future report to this committee.
- 2.3 Runnymede has a local pay approach, but we compete for staff with other authorities and employers. At present the jobs market is an extremely competitive one for employers, particularly in areas of skills shortage. Filling certain types of professional and other roles remain a problem.
- 2.4 The Council's overall policies on pay have not altered since last year's Pay Policy Statement except for the proposed re-modelling of the lower end of the pay structure, previously referred to, and the proposed cost of living pay increase for this year in response to the high level of inflation, which is the subject of a separate report to the committee.
- 2.5 This Pay Policy is written for the financial year ahead, but the pay data is based on the current year. Under the Localism Act 'Chief Officer' and 'Deputy Chief Officer' roles are defined simply by reporting direct to either the Chief Executive or statutory or non-statutory 'Chief Officers' excluding those defined as having 'support roles.
- 2.6 Since the Council deleted the tier of Chief Officer roles this means that roles reporting to the Assistant Chief Executive and to the Corporate Heads are now classed as Deputy Chief Officers. Corporate Heads (who are in fact enhanced Heads of Service) are classed as 'Chief Officers' where they report to the Chief Executive under the interpretation of the Act. Consequently, more roles feature in this statement as Chief Officer or 'Deputy Chief Officers' who in fact are either Corporate Heads, Business Centre managers, section heads or in some cases individual post-holders because of the Council's flat structure. However legally we need to set it out this way. It does not mean that all these post-holders fulfil the roles of a Chief or Deputy Chief Officer at Runnymede.

3. Policy framework implications

- 3.1 Human Resources keeps market pay under review for professional roles where there is a skills shortage and is reviewing some benefits to make us more attractive to potential applicants and assist in retention.

4 Resource implications/Value for Money

- 4.1 Ensuring the Council has a competitive Pay Policy is essential to ensure that we can adequately workforce plan, recruit and retain our workforce to deliver for the local community. Without it the Council may experience excessive usage of more expensive resourcing solutions and not be able to ensure the correct standards and quality our communities deserve and expect.

5. Legal implications

5.1 By virtue of section 38 Localism Act 2011, a local authority must prepare a Pay Policy Statement for each financial year. The Pay Policy Statement must set out the authority's policies for the financial year relating to: -

- (a) the remuneration of its Chief Officers;
- (b) the remuneration of its lowest paid employees; and
- (c) the remuneration of its employees who are not Chief Officers.

5.2 The Pay Policy Statement must state –

- (a) the definition of “lowest paid employees” adopted by the local authority for the purposes of the statement; and
- (b) the authority's reasons for adopting that definition.

5.3 The Pay Policy Statement must include the authority's policies relating to: -

- (a) the level and elements of remuneration for each Chief Officer;
- (b) remuneration of Chief Officers on recruitment;
- (c) increases and additions to remuneration for each Chief Officer;
- (d) the use of performance related pay for Chief Officers;
- (e) the use of bonuses for Chief Officers;
- (f) the approach to the payment of Chief Officers on their ceasing to hold office under or to be employed by the authority; and
- (g) the publication of and access to information relating to the remuneration of Chief Officers.

5.4 A Pay Policy Statement may also set out the authority's policies for the financial year relating to the other terms and conditions applying to the authority's Chief Officers. A local authority must, when preparing a Pay Policy Statement, have regard to any guidance issued or approved by the Secretary of State.

6. Equality implications

6.1 The Council will be publishing its gender pay gap for the sixth year in April. The Council may need to consider what new actions it may wish to take to improve its position on gender pay. An equality Impact Assessment will be completed for the remodelling of the Salary Scales due the legal requirement to implement the National Living Wage with effect from 1st April 2024.

7. Environmental/Sustainability/Biodiversity implications

7.1 Not applicable

8. Risk Implications

8.1 Failure to recommend the Pay Policy Statement to Ful Council would leave the authority at risk of being in breach of the Localism Act 2011.

9. Other implications

9.1 Not applicable

10. Timetable for Implementation

- 10.1 The Pay Policy Statement must be approved by full Council before the year to which it relates. If approved, this report will therefore be submitted to full Council on 29 February 2024.

11. Conclusions

- 11.1 The Pay Policy Statement is the annual statement for the financial year 2024/25 as required by the Localism Act (2011). The purpose of this statement is to provide transparency about how Runnymede Borough Council uses public funds to pay staff. It is a statement of existing policy rather than a pay strategy and is recommended to be approved and presented to Full Council.

12. Background papers

Not Applicable

13. Appendices

- Annual Pay Policy Statement 2024/25

Runnymede Borough Council

Pay Policy Statement – 2024/25

1. Purpose

This Pay Policy statement is the annual statement for the financial year 2024/25 as required by the Localism Act (2011). The purpose of this statement is to provide transparency about how Runnymede Borough Council uses public funds to pay staff.

This statement sets out the remuneration of Chief Officers, the remuneration for the lowest paid employees, and the relationship between the remuneration of Runnymede’s Chief Officers and other employees. The information includes headings which have been prescribed by the Localism Act and related guidance.

2. Definitions

For the purposes of this Pay Policy Statement, the following definitions will apply:-

2.1. Posts included as Chief Officers

The following Posts are included within the definition of Chief Officers:-

- a) The Head of the Paid Service designated under Section 4(1)of the Local Government and Housing Act (1989)

This is the Chief Executive

- b) The Monitoring Officer designated under Section 5(1) of that Act.

This the Corporate Head of Law and Governance

- c) A statutory Chief Officer mentioned in Section 2(6) of that Act

This is the Assistant Chief Executive and Section 151 Officer

- d) Non-statutory Chief Officers mentioned in Section 2(7) of that Act. Non-statutory Chief Officers are those people for whom the Head of Paid Service is directly responsible (excluding those whose duties are secretarial, clerical or otherwise in the nature of support services).

These post/s sit on the Senior Leadership Team which is designed not only to give them an input into the management of the authority but also to improve corporate collaboration between Heads of Service and encourage cross service working. Relevant posts reporting directly to the Chief Executive are:

Assistant Chief Executive (Place)
Corporate Head of HR & OD

In addition, there are 3 posts which report to him which are part of the Chief Executive's office but are not Corporate Heads. These are: -

Head of External Projects
Head of Business Planning, Projects and Performance
Head of Public Relations and Marketing

- e) Deputy Chief Officers are mentioned in Section 2 (8) of that Act. Under the definition within the Act, these are defined as posts reporting directly to any of the statutory or non-statutory Chief Officers listed above (excluding those whose duties are secretarial, clerical or otherwise in the nature of support services). Clearly the definition used in the Localism Act has the practical effect of categorising a number of roles 'technically' as Deputy COs in Councils with flatter management structures which would not normally be classed as Deputy Chief Officers in organisational terms in a local authority.

Consequently, you will see in paragraph f) a number of roles at RBC which in practice are professional, middle management or team leader roles.

- f) Based on the definition within the Localism Act these 'deputy' posts are listed below: -

Reporting to the Assistant Chief Executive and Section 151 Officer

Corporate Head of Finance
Corporate Head of Customer, Collection Services & Digital Services
Corporate Head of Assets & Regeneration

Reporting to the Corporate Head of Law and Governance

Deputy Corporate Head of Law and Governance
Head of Democratic Services
Head of Electoral Services
Local Land Charges Manager
Information Governance Officer
Data Protection Officer

Reporting to the Assistant Chief Executive for Place

Corporate Head of Planning, Economy and Built Environment
Corporate Head of Environment
Corporate Head of Housing
Corporate Head of Community Services

Reporting to the Corporate Head of HR & OD

Senior HR Business Partner
HR Business Partners (2)
Recruitment and Retention Manager
Policy and Projects Officer

2.2. Pay

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In addition to salary, remuneration includes fees, allowances, benefits in kind and termination payments.

2.3. Lowest Paid Employees

Refers to those staff employed on the lowest grade on the Council's Pay Scales who are under 25. On 1st April 2016, the National Living Wage was introduced for staff aged 25 and over.

The National Living Wage will increase from £10.42 per hour to £11.44 per hour from 1st April 2024. This increase means that the minimum salary on the pay structure needs to increase from £20,707 to £22,071p.a. for staff aged 23 or over. As a consequence of the increases to the National Living Wage, the lower end of the pay structure will be re-modelled. The impact of the increase to the National Living Wage on 1st April will be to move 45 salaried employees and 34 casual employees to this new rate.

2.4. Employees who are not a Chief Officer

Refers to all staff who are not covered under the 'Chief Officer' group above including the lowest paid employees.

3.0. Pay Framework

3.1. General Approach

Remuneration at all levels needs to be adequate to recruit, retain and develop a skilled and flexible workforce to deliver services to the community and fulfil the Council's business objectives. Remuneration must be fair and reasonable in the circumstances and not excessive. Each Council has responsibility for balancing these factors in the light of the unique challenges locally and retaining flexibility to deal with circumstances that might apply. Pay arrangements must comply with UK legislation. Salary payments for individual post-holders are pro-rated where they are employed for less than full time hours. Salary payments are pensionable payments except where specified in the pension regulations.

The current labour market is competitive with skill shortages in some occupational areas therefore we need to retain competitiveness in terms of pay and benefits and use market supplements as required. We are exploring other avenues to remain competitive at present.

3.2. Responsibilities for decisions on remuneration

Decisions on pay are made in accordance with Runnymede's Scheme of Delegation and in accordance with employment policies, procedures and arrangements in place and staff terms and conditions of employment. Where necessary, market supplements are paid for difficult to fill roles.

The Chief Executive and Corporate Heads can approve changes to grading and establishment within the overall salary budget for their area. Where proposals for changes cannot be contained within budget, committee approval is required. Approval

for any change to salary range for Corporate Leadership team posts must be approved by Corporate Management Committee. The Corporate Leadership Team currently comprises of the Chief Executive, the Assistant Chief Executive and Section 151 Officer and the Corporate Head of Law & Governance who is also the Council's Monitoring Officer and the Assistant Chief Executive (Place). Runnymede's annual cost of living pay awards (normally effective from 1st July each year) are approved by the Corporate Management Committee.

3.3. Salary Grades, grading framework and progression through the grades

Grades are determined by taking into account of the full scope of the job including the complexity of the work, range of responsibilities and the skills and experience required to undertake them, having regard to the need for equal pay for work of equal value. Each grade consists of a pay range within the Runnymede salary scale, except where a single point salary is appropriate (e.g. where the post is for a temporary period.) Employees progress through the salary grade by incremental progression until the maximum of the grade is reached. An increment can be withheld if the post holder is under formal disciplinary or capability proceedings. Accelerated progression within the grade can be agreed in exceptional circumstances. The top of the salary range is considered to be the rate of pay for a fully experienced, qualified and competent post-holder.

Pay Policy is important in shaping the culture of an organisation. Runnymede Borough Council continues to be committed to shaping a fair, inclusive and forward-thinking environment for our staff. This will form part of ongoing work to rationalise our pay structures and review our terms and conditions to ensure we become an 'employer of choice'.

3.4. New Starters joining the Council

The Council's normal policy is to appoint at the bottom of the salary scale, or at an appropriate point, taking into account relevant skills and experience, the candidate's current salary and the market situation. Staff will normally then progress through the scales to the maximum of the grade over a period of years as experience is gained. New staff may be eligible to claim relocation expenses if they meet the criteria set.

3.5. Allowances and Additional Payments

Additional payments may be approved in the case of a member of staff undertaking additional duties outside the normal responsibilities of their post. Examples of situations where additional payments may be made include covering for the duties of a vacant post at a higher grade; undertaking additional work in relation to a time-limited project; where staff are required to undertake emergency standby duties, or in other circumstances where there are additional duties, responsibilities, complexity or working hours and it is not appropriate to otherwise change the grade of the post.

Car allowances may be payable where staff are required to provide or use their own vehicle for Council business.

3.6. Pay Awards

Cost of Living pay awards are considered annually for staff and, where agreed, apply to all staff. Runnymede pay awards are agreed by the Corporate Management Committee

taking account of rate of inflation, affordability and local factors, including local recruitment market movement. Any pay award is agreed as part of the budget setting process. There is no link to national pay awards.

3.7. Pension Scheme

All Runnymede staff are eligible to join the Local Government Pension Scheme with employee contributions tiered according to salary band, ranging from 5.5% for the lowest paid staff to 12.5% for pensionable pay above £170,101k. Runnymede does not have any posts at this top rate.

The Council's pension contribution rate as an employer is 17.6%. Employer contribution rates are reviewed every 3 years following a revaluation of the pension fund and pension liabilities in relation to current and past members.

3.8. Policy on Employing someone who has taken redundancy from another authority

An individual who has been made redundant from another council may apply to work at Runnymede and would be considered against the criteria for the post. Runnymede complies with the provisions of the Redundancy Payments (Continuity of Employment in Local Government etc. (Modifications) orders in this matter. If an individual accepts an offer of employment with Runnymede before the end of their employment with another council to take effect within 4 weeks of leaving, then they will not be due a redundancy payment from the previous employer and will retain continuity of service. If the gap is longer than 4 weeks their continuous service is broken, which means that they would have no eligibility for redundancy payments until they have 2 years' further service.

3.9. Policy on Employing someone who is also drawing a pension

In line with the Local Government Pensions Scheme regulations, Runnymede has a Flexible Retirement policy and will consider requests from staff who wish to draw their pension and continue working in a reduced capacity. Requests will only be agreed where it is in the Council's interests to do so.

An individual who is drawing a pension in relation to a previous employment may apply to work for Runnymede but would be considered against the criteria for the post. If they are appointed, the salary will be in accordance with the grade for the job, with abatement of their pension subject to the rules of the appropriate pension scheme.

3.10. Policy on increase in or enhancement to pension entitlements

Runnymede's policy on Pensions discretions was agreed by the Corporate Management Committee in February 2019 and applies to all staff including Chief Officers.

3.11. Election Fees

These are paid separately for additional duties and responsibilities. All expenditure properly incurred by a Returning Officer in relation to the holding of elections is to be

paid by the Council in accordance with the Surrey Fees and Charges Order agreed annually. Any expenses paid must not exceed this scale. Elections payments for local elections are solely the responsibility of the Returning Officer and not the Council. The role of the Returning Officer is separate from his/her duties as a local government officer and is directly accountable to the courts as an independent statutory office holder. Fees properly incurred are reimbursed at national elections from central Government. The Chief Executive currently acts as Returning Officer for parliamentary elections for the Runnymede and Weybridge constituency and Returning Officer for local elections.

3.12. Payment Arrangements

All employees are paid through Payroll and are subject to appropriate income tax and national insurance deductions.

4.0. Level and Elements of Remuneration for Chief Officers

Runnymede policy is to pay 'Chief Officers' according to the Runnymede salary grade appropriate for the duties and responsibilities of the job, or a single point salary if appropriate, (e.g. for a temporary appointment).

There are two main salary ranges applying to the Corporate Head tiers: -

HOS 1 - £79,791 - £87,444
HOS 2 - £71,048 - £79,791

These staff were appointed to spot points within the range so there is no incremental progression within the range except at the discretion of the Chief Executive. Instead, these staff may be awarded up to 2% PRP after their annual appraisal subject to a suitable level of performance in the role. The cost of living pay awards given on 1st July each year apply to these staff as to all staff.

Four posts are on enhanced salary ranges, i.e. the Corporate Head of Assets & Regeneration, (due to market reasons), the Corporate Head of Customer, Collection & Digital Services (because this role is so substantial in scope), the Corporate Head of Planning, Economy and Built Environment (due to market reasons and breadth of post) and the Corporate Head of Law & Governance (who receives some financial recognition for being the Council's Monitoring Officer). The pay range and maximum salary of the two Assistant Chief Executive roles is included in the table below.

The current full-time salary ranges for Chief Officer and Deputy Chief Officer posts (as defined under the Localism Act) are set out in the table below. Where posts are filled on a part-time basis the post-holders are paid pro-rata to their contractual hours. The top 4 roles listed form the Corporate Leadership Team.

Post	Bottom of Salary range	Top of Salary range
Chief Executive	£127,288	£142,156

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Assistant Chief Executive and Section 151 Officer	£97,000	£110,313
Assistant Chief Executive (Place)	£97,000	£107,000
Corporate Head of Law & Governance (& Monitoring Officer) – Enhanced HOS1	£79,791	£91,087 (+ £9766)
Deputy Corporate Head of Law and Governance	£63,576	£70,580
Head of Democratic Services	£47,956	£55,617 (+£2,500 supplement)
Head of Electoral Services	£47,956	£55,617 (+ £5,000 MS)
Local Land Charges Manager	£35,508	£39,424
Information Governance Officer	£35,508	£47,956
Data Protection Officer (p/t)	£25,922	£30,063
Corporate Head of Finance	£79,791	£87,444
Head of Customer Services, Collection & Digital Services (Enhanced HOS1)	£79,791	£91,087 (+2,632)
Corporate Head of Assets & Regeneration (Enhanced HOS1)	£79,791	£91,087 (+12,352)
Corporate Head of Housing (Enhanced HOS1) Vacant	£79,791	£91,087
Head of Housing Services and Business Planning	£70,580	£79,227
Head of Housing Technical Services	N/A	68,862 (+£9,000 MS)
Corporate Head of Community Services	£79,791	£87,444
Deputy Head of Community Services	£55,617	£63,576
Home Independence Manager	£47,956	£55,617
Safer Runnymede Manager	£63,576	£70,580
Operations Manager (RBC)	£39,424	£55,617
Operations Manager (Surrey Heath)	£47,802 (SPEC)	-
Corporate Head of Environmental Services (HOS1)	£79,791	£87,444
DSO Manager	£63,576	£70,580
Principal Engineer	£47,956	£55,617
Principal EHO (x2)	£47,956	£55,617
Green Spaces Manager	£47,956	£55,617
Development Manager	£47,956	£63,576
Building Control Manager (Employed by SHBC)	£55,617	£63,576
Technical Administration Manager	£35,508	£39,424
Corporate Head of Planning, Economy & Built Environment (Enhanced HOS1)	£79,791	£91,087
Planning Policy & Climate Change Manager (p/t)	£60,088	£67,450
Corporate Head of HR & OD (HOS2)	£71,048	£79,791
Senior HR Business Partner	£39,424	£55,617
HR Business Partners (x2)	£35,508	£47,956
Recruitment and Retention Manager	£35,508	£39,424 (+£500 MS)

(as at 31.01.24)

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4.1. Other Pay Elements

In addition, Runnymede Chief Officers can claim for attendance at Council or other meetings outside of normal working hours and for business mileage.

Election fees are paid separately for additional duties and responsibilities performed at election times. The Chief Executive acts as Returning Officer for the Runnymede and Weybridge constituency and for local elections. Other Chief Officers may receive payments for any additional work during a national or local election as deputy returning officers, presiding officers or poll clerks at polling stations or for working at the election counts.

4.2. Remuneration of Chief Officers on recruitment

Starting salaries are normally at the bottom of the salary scale or at an appropriate point taking into account relevant skills and experience.

New appointments may be eligible for removal expenses and/or payments under the mortgage/rent equalisation policy.

4.3. Increases and additions to remuneration for each Chief Officer

The pay award for 2022/23 for all staff was 2%. The cost of living pay award for 2024/25 is the subject of a separate report to Corporate Management Committee. This will be scheduled once the negotiations have concluded with UNISON. In previous years the cost of living pay increase has been provided for under the budget setting process and implemented on 1st July each year.

4.4. Performance Related pay for Chief Officers

As a consequence of 'A Council – Fit for the Future' report, a non-consolidated PRP payment was potentially possible each year for Corporate Heads. In exceptional circumstances only, additional payments may be agreed for additional duties or responsibilities undertaken or for acting up.

4.5. Bonuses for Chief Officers

There are no bonuses available for Chief Officers.

4.6. The approach to the payment of Chief Officers on ceasing to be employed by the authority.

Runnymede's discretionary compensation policy was agreed by the Corporate Management Committee on 3rd March 2011 and sets out the approach for payments in the event of termination on the grounds of redundancy and efficiency of the service. There is a consistent method of calculating redundancy pay which is applied to all redundant employees, including chief officers, with the level of redundancy pay calculated using the statutory matrix with a multiplier of 1.5 and actual weekly earnings. The payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment elsewhere and applies when a post has been deleted.

In the case of termination on efficiency grounds, payments would depend on the circumstances of the case up to the statutory maximum of 104 weeks. Any proposed terms of compensation with a net cost to the Authority will be determined by the Corporate Management Committee taking into account the relevant circumstances of the case. Any severance payment over £50k will be considered by the full Council.

4.7. Appointments at the most senior level

Runnymede has three permanent posts with a salary over £100k per annum – the Chief Executive, the Assistant Chief Executive/Section 151 Officer and the Assistant Chief Executive (Place). In line with the Council's Standing Orders, appointments at Chief Executive level are made by an Appointments Committee of Council Members appointed by the Corporate Management Committee. The Appointments Committee consider and agree the terms and conditions of the post, including the salary level. The Full Council must approve the appointment of an Officer designated as the Head of Paid Service (currently the Chief Executive) and the s151 officer (currently the Assistant Chief Executive) prior to an appointment being made.

5.0. The Remuneration of the Lowest paid employees

The lowest paid employees in the Council are on the minimum point of Scale 4. (This excludes one employee on an apprenticeship rate.) The permanent staff on the minimum of Scale 4 are employees who were formerly on Grade 3 which ceased to exist due to its erosion by the National Living Wage increases. A separate report on pay issues to be considered by CMC in March 2024 proposes a remodelling of the lower end of the pay structure to address this issue.

6.0. The Relationship between the lowest and highest paid staff

The ratio between the lowest and the highest paid salary is 1: 6.568

7.0. The relationship between the highest paid employee and employees who are not chief officers

The ratio between the mean average earnings across the organisation and the pay of the highest paid employee currently employed is 1:4.449 a small reduction from last year which was 1:4.865. The ratio between the median earnings across the organisation and the pay of the highest paid employee is 1:4.717, a small reduction from last year which was 1:4.936.

8.0. The publication and access to information relating to remuneration of Chief Officers

The Annual Pay Policy Statement will be published on the Runnymede Borough Council website where it can be easily accessed by taxpayers and external organisations.

Report title	Climate Change Action Plan
Report author	Stephanie Broadley, Principal Planning Policy Officer
Department	Planning, Economy and Built Environment
Exempt?	No
Exemption type	Not applicable
Reasons for exemption	Not applicable

Purpose of report:

- **For recommendation**

Synopsis of report:

The report presents the latest iteration of the Council’s Climate Change Action Plan (CCAP) for consideration and recommendation to Full Council for adoption, to become part of the Council’s policy framework. The CCAP proposed for adoption is attached at Appendix 1 for Members’ consideration.

The CCAP has been developed to deliver the objectives and targets in the Council’s Climate Change Strategy, adopted in October 2022. Actions in the CCAP have been informed by evidence such as the Council’s Estate and Area Greenhouse Gas Baseline Report, and by engagement and consultation with local stakeholders, including the local community. The report describes the outcomes of the formal public consultation which took place from 1 December 2023 to 14 January 2024, and how this amended version of the CCAP has been revised to address feedback. The Consultation Statement is attached at Appendix 2 for Members’ consideration.

The CCAP will be subject to high-level review annually, and updated or amended if required to take account of changes in legislation, new best practice and evidence, advances in technology or other changes in circumstances.

Recommendation(s):

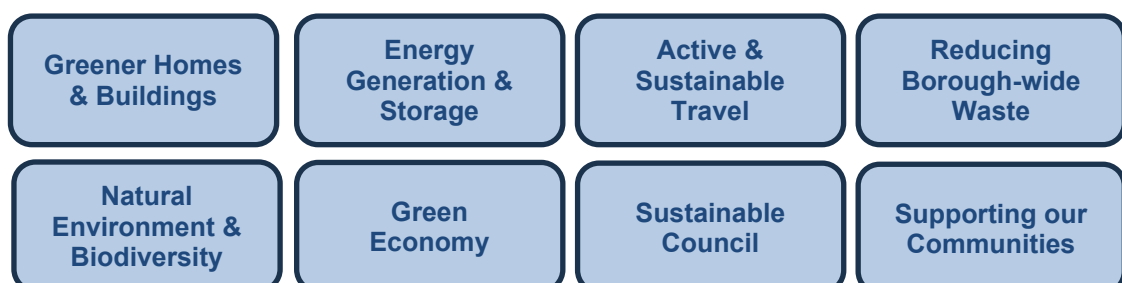
- 1) **To recommend to Full Council that:**
 - a) **the Runnymede Borough Council Climate Change Action Plan attached in Appendix 1 be adopted; and**
 - b) **the Corporate Head of Planning Policy and Economic Development, in consultation with the Chair of Corporate Management Committee and the Climate Change Members Working Party, be authorised to carry out annual high-level reviews and make minor amendments to the Climate Change Action Plan as necessary.**

1. Context and background of report

- 1.1 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. In October 2022, the Council adopted its Corporate Business Plan and supporting corporate strategies for the 2022-2026 period. This included the Council's overarching Climate Change Strategy, which sets out the 2030 target, but also an objective to work with local communities and stakeholders to progress towards the national target of net zero carbon emissions by 2050. In December 2023, the Council formally declared a climate emergency to officially recognise that urgent action is needed to reduce carbon emissions and adapt to the impacts of climate change.
- 1.2 Although the Council has undertaken activities that serve to reduce its carbon footprint and improve its local environment for many years, the development of a comprehensive CCAP following extensive engagement and consultation with internal and external stakeholders, helps to identify exactly what is being done across all service areas of the Council; identify new actions that can be incorporated into service area plans over time; and present these actions in one accessible document - the delivery of which can be monitored, and adjustments made as necessary, to reach net zero targets.
- 1.3 This report presents the latest version of the CCAP, having been revised to address feedback from public consultation, together with further senior officer and Climate Change Member Working Party feedback. The response to the public consultation was generally positive, with respondents reiterating the need for the Council to take action and making suggestions to strengthen the actions. The report describes how representations have been analysed and used to shape the latest iteration of the CCAP for consideration and adoption.

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

- 2.1 The purpose of the CCAP is to support delivery of the Council's Climate Change Strategy. The CCAP contains measures that will help reduce the Council's carbon emissions to net zero by 2030, but also contains measures that will help reduce borough-wide emissions to net zero by 2050 in line with national targets. It also contains climate change adaptation actions, which will help build resilience to climate change impacts.
- 2.2 The CCAP contains several introductory chapters describing how the document is structured; how actions have been identified; how the Council's estate and area greenhouse gas baseline has informed actions (presented in Appendix 1 of the CCAP, available [here](#)); how outcomes of the engagement activities (presented in Appendix 2 of the CCAP, available [here](#)) and formal public consultation have helped shaped the document; how actions will be financed and resourced; and how the CCAP will be delivered and monitored.
- 2.3 The actions themselves are then presented, grouped under eight themes as follows:



- 2.4 Actions include both those that the Council can take to directly or indirectly impact on its own emissions, and those of the wider borough. Whilst it will take some time to develop business cases for some actions, there are other actions which can be ‘quick wins’ such as implementing the recently adopted Electric Vehicle Strategy and producing a targeted Communications Plan each year to influence and encourage residents and businesses to reduce their emissions.
- 2.5 A report to the Corporate Management Committee (CMC) meeting of 23 November 2023¹ described the extensive early engagement activities undertaken – set out in detail in an ‘Early Engagement and Summary of Findings Report’ - and how the CCAP had been informed by this exercise. Actions have been included in the CCAP to address some of the barriers to action identified by respondents, such as providing assistance with accessing grants, working with partners to improve active travel and sustainable transport infrastructure, and developing awareness-raising campaigns and events. At this CMC meeting, a period of formal public consultation was approved.
- 2.6 The Public Consultation Statement is attached in Appendix 2 of this report. It summarises the main methods used for public consultation (paragraphs 1.2-1.4) and the main issues raised by respondents (paragraph 2.1). 18 responses were received in total – 10 from individuals, 4 from local community groups and 4 from statutory organisations, including Surrey County Council. Taken together with the early engagement survey, feedback has been received from 1,308 individuals and organisations across the Borough during the preparation of the CCAP.
- 2.7 Overall, during this latest round of consultation, respondents indicated that the development of the CCAP is a positive step towards tackling climate change at the local level, and there was a collective emphasis on keeping up the momentum. A table at Appendix A of the Public Consultation Statement summarises each representation received, and how the Council has responded. The final column explains how, if relevant, issues raised in the representation have led to amendments to the CCAP.
- 2.8 All revisions were presented to Members attending the 24 January 2024 Climate Change Members Working Party meeting. This included revisions made in response to senior officer feedback now that the 2024/25 Service Area Plans have progressed and/or due to the fact that further information has become available since the previous version was published for consultation – described in paragraph 2.4 of the Consultation Statement. Members discussed the importance of reducing carbon-intensive meat and dairy production/consumption and encouraging support for healthy, plant-based meals and sustainable food systems. The CCAP presented in Appendix 1 to this report now includes revised Action ID 5.7 and sub-actions which contribute towards addressing this issue.
- 2.9 The CCAP indicates where actions are expected to be delivered in the short (2024-2026), medium (2026-2030) and long-term (2030+). The format of the CCAP sets out key deliverables rather than a detailed, costed plan at this stage. More detailed information on costs will be developed as part of exploring the business cases for the separate actions identified, which in turn form part of separate decisions on whether to proceed. However, in recognition that further work needs to be done to identify costs, possible savings and reductions in emissions that could be achieved as a result of each action to assist with decision-making, a new Action ID 7.1.5 has been

¹ Available at: [– Runnymede Borough Council](#)

added to the CCAP: “Work to cost and carbon impact model the actions set out in this Action Plan (and other actions as they are developed)”.

- 2.10 It is recommended that the Committee notes the changes made to the CCAP following consultation, and recommends to Full Council that the version attached in Appendix 1 is adopted as part of the Council’s policy framework. Once adopted, specific actions will be delivered by the relevant service areas as described in paragraph 10.1 below, with priorities agreed annually through the Service Area Planning process.
- 2.11 The Committee could choose not to recommend adoption of the CCAP, however, this approach would mean the Council does not have an up-to-date set of actions for taking local action to tackle climate change ahead of the 2024/25 financial year. This could significantly delay progress in meeting the objectives and targets of the Climate Change Strategy, as reinforced by the Council’s climate emergency declaration.
- 2.12 It is also recommended that delegated authority be given to the Corporate Head of Planning Policy and Economic Development, in consultation with the Chair of the Corporate Management Committee and the Climate Change Members Working Party, to make revisions to the CCAP as further information and evidence becomes available as part of high-level annual reviews. The CCAP is intended to be a living document. Although it will be comprehensively reviewed in line with Corporate Business Plan cycles and formally brought before Members for consideration through the committee process at these times, high-level reviews will be required at more regular intervals to remove actions which have been completed, make minor revisions to existing actions as projects evolve, and add any new actions needed to meet the Council’s net zero targets as new data becomes available and new challenges and opportunities arise.
- 2.13 An alternative option would be for all modifications to the CCAP to be considered by Corporate Management Committee and/or Full Council as appropriate, but this may lead to delay in delivery of projects. As described in paragraph 10.1 below, climate change update reports will be presented to the Committee at regular intervals to keep Members informed of progress with the Council’s climate change response.

3 Resource implications/Value for Money (where applicable)

- 3.1 Production of the CCAP has been undertaken in-house. Consultation activity and analysis of feedback generated by this has also been undertaken by officers of the Climate Change team. No additional resource implications beyond that provided for within the agreed climate change budget will be required to oversee implementation of the CCAP.
- 3.2 The introduction of the CCAP, if adopted, will support delivery of the Climate Change Strategy and the climate-related objectives of the overarching Corporate Business Plan. It is expected that there will be costs associated with delivering the new actions in the CCAP. The introductory chapters describe the financial, resourcing, delivery and monitoring implications in detail, which have been reviewed by the Heads of Public Relations & Marketing, Law & Governance and Financial Services.

4. Legal implications

- 5.1 All of the projects/activities included in the CCAP which are underway, would have had their legal implications assessed. Future planned activities will need to have their legal implications considered at the relevant stages, as appropriate.

6. Equality implications

- 6.1 The Council has a Public Sector Duty under the Equalities Act 2020 to have due regard to the nine 'protected characteristics' stated within the Act. The draft CCAP as a whole was screened ahead of public consultation to establish whether there may be an impact, whether positive or negative, on any of the nine protected characteristics. The conclusion of the screening assessment confirmed that the draft CCAP complies with the Council's duty under S149 of the Act, and that a full Equalities Impact Assessment was not required. The assessment was revisited after public consultation and no issues were identified for any protected groups, so the conclusion remains unchanged.
- 6.2 If the CCAP is approved, further equalities implications should be considered as and when specific projects are rolled out.

7. Environmental/Sustainability/Biodiversity implications

- 7.1 Although there will be no direct carbon impact as a result of a Full Council decision to adopt the CCAP, the CCAP is directly focused on tackling climate change. Adopting and implementing the CCAP is essential for the Council to meet the aspirations set out in the climate emergency declaration and Climate Change Strategy.
- 7.2 The draft CCAP underwent Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA) screening, with the conclusion that there will be no likely significant effects on designated habitats or any other significant environmental effects. This conclusion has been confirmed by the three statutory bodies (Environment Agency, Historic England and Natural England) in accordance with the Environmental Assessment of Plans & Programmes Regulations 2004.
- 7.3 A Screening Determination Notice was issued on 1 December 2023 and published alongside the draft CCAP for public consultation – this fulfils the publicity requirements under Regulations 11(1) and 11(2) of the Regulations. There have been no significant changes to the CCAP following public consultation, so the determination outcome remains unchanged.
- 7.4 All of the projects/activities included in the CCAP which are underway, would have had their environmental/ sustainability/ biodiversity implications assessed individually. Future planned activities will need to have their implications in terms of environment, sustainability and biodiversity considered at the relevant stages, as appropriate.

8. Risk Implications

- 8.1 There are three key risks to the implementation of the CCAP. The first is the uncertainty associated with setting such a long-term framework for delivery; the second is the potentially high cost and complexity of delivering the action plan; and the third is uncertainty over future government policy and the influence this will have on achieving net zero targets. The wide scope and long-term nature of the CCAP, the many ways in which each high-level action could be delivered, the complex and rapidly changing evidence and unknown future economic factors mean that it is not possible to identify in full all activities and costs that the Council could incur.

8.2 The Council's existing risk management and project management processes will be used to track and manage associated risks with the delivery of the CCAP. Actions have been included in the CCAP which address these uncertainties and make sure that progress against the net zero targets can be assessed. Action ID 7.1 commits the Council to monitor progress with CCAP delivery and its ongoing development; Action ID 7.3 commits the Council to ongoing staff training to ensure carbon emission considerations are incorporated into project management procedures; Action ID 7.5 seeks to support, monitor and revise project management procedures which seek to minimise carbon emissions. All of these actions are supported by a number of sub-actions which seek to improve monitoring and delivery of the CCAP.

9. Other implications

9.1 Individual actions in the CCAP will be assessed for other implications as appropriate.

10. Timetable for Implementation

10.1 The CCAP is a cross-service document that sets out shared responsibilities, with specific actions being owned by the relevant service area leads and implementation supported by other relevant service areas where necessary. The various actions identified in the CCAP therefore all have their own timescales for delivery. As described in the CCAP, detailed monitoring and climate change update reports will be prepared by officers of the Climate Change team and reported to the Corporate Management Committee at regular intervals.

11. Background papers

11.1 Members' attention is drawn to the Corporate Management Committee reports of 25 May and 23 November 2023, detailing the early engagement activities and outcomes. They are available at:
<https://democracy.runnymede.gov.uk/ieListDocuments.aspx?CId=152&MId=758&Ver=4>. and
<https://democracy.runnymede.gov.uk/ieListDocuments.aspx?CId=152&MId=950&Ver=4> respectively.

12. Appendices

Appendix 1: Climate Change Action Plan, with Appendix 1 (Aether GHG Baseline Report) available [here](#), and Appendix 2 (Early Engagement and Summary of Findings Report) available [here](#).

Appendix 2: Public Consultation Statement

Runnymede Climate Change Action Plan

February 2024

Terminology used in this document

Carbon emissions – often used as shorthand to refer to the greenhouse gas (GHG) emissions that contribute to global warming. Carbon dioxide is the most common GHG and other gases can be measured in relation to it: data for all greenhouse gases are translated into a single comparable unit, carbon dioxide equivalence, or CO₂e, usually measured in kilogrammes or tonnes. Therefore, one tonne of CO₂e has the global warming impact of one tonne of CO₂, but it can be a mix of GHGs. The Council has agreed that its net zero targets should cover carbon dioxide, methane and nitrous oxide, not just carbon dioxide.

Net zero targets are used in this document to refer to both Council and government commitments to reduce emissions by 100% from 1990 levels by 2050. The net zero target was made legally binding by the Climate Change Act 2008 (as amended). In January 2022, the Council adopted its own target to achieve operational ‘net zero’ carbon emissions from its own services and operations by 2030. Net zero carbon emissions is achieved when the total operational carbon emissions released on an annual basis average to be zero or negative, so the amount of emitted carbon balances with that removed or offset.

Carbon Neutrality means “achieving net zero carbon emissions by balancing a measured amount of carbon released with an equivalent amount sequestered or offset” (UN Environment, 2018). The Council’s primary goal will be to develop solutions to reduce carbon emissions wherever they can be directly mitigated (avoided or reduced). But this will not always be possible or viable and we will need to offset some of our emissions in the short term.

Climate Resilience means ensuring that our communities are adapted to cope with the projected impacts of global warming locally.

Climate Change Mitigation essentially refers to actions which will lead to the avoidance or reduction of emissions or will reduce the projected impacts of global warming.

Adaptation refers to actions which are necessary to deal with the impacts that cannot be mitigated.

Offsetting is a way of compensating for emissions arising in one place, by taking action elsewhere. For instance, it may not be possible, feasible or viable to actually reduce emissions from a particular source any further, so instead money would be diverted to deliver additionality in mitigation/sequestration projects elsewhere to make up for the emissions that will remain.

Insetting – whereas carbon offsetting allows organisations to invest in environmental projects around the world as a means to offset their own emissions, insetting is when organisations invest in carbon reduction projects within their own supply chain. By engaging in carbon insetting, organisations are investing in making their own products, practices and supply chains more sustainable.

Sequestration is the process of capturing carbon dioxide from the atmosphere and the long-term storage of it in trees, plants, soils, geological formations and the ocean. Though it should be noted that increasing sequestration by oceans can lead to harmful ocean acidification. Can be a natural or artificial process.

Scope – a way of categorising emission sources in relation to the reporting organisation, used as a way of providing transparency in emissions accounting, making it clear the type of emission source and the level of control of the reporting organisation over the source. Three levels of scope have been defined and used on a global basis.

Circular economy – a model of production and consumption which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products for as long as possible. In this way, the life cycle of products is extended. Relies on reducing waste to a minimum in the first instance.

Co-benefits are secondary or ancillary benefits of an action that are also a relevant reason for that action in their own right. Many actions to mitigate and adapt to the climate emergency will have co-benefits such as improving health and wellbeing, improving air quality and building biodiversity.

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Separate documents:

Appendix 1: Runnymede Climate Change Study: Council Estate and Area GHG Baseline

Appendix 2: Summer of Engagement Report & Summary of Findings

Introduction

The Council's new [Corporate Business Plan](#), supported by the [Climate Change Strategy](#), has put tackling climate change at the heart of the Council's agenda going forward. The Climate Change Strategy describes how we are committed to working towards making the Council's services and operations net zero carbon by 2030, and to work with our communities and businesses to achieve net zero carbon emissions across the whole of Runnymede by 2050 in line with national targets. In December 2023, the Council declared a climate emergency, reiterating its commitment to achieving these targets.

The Strategy recognises that the Council has an obligation to reduce carbon emissions from its operations and to play its part in supporting communities and businesses to do the same. Whilst addressing climate change is everyone's responsibility - and we collectively have a role to play on the journey to carbon net zero by 2030 and 2050 – there is a significant opportunity available for the Council to act as a facilitator and enabler for change. We are aware that there are lots of activities already underway outside of the Council, led by a range of community groups. The Council can help by creating conversation about how things need to change, taking action where it can, supporting and enabling others to play their part, including supporting Government and other stakeholders to make changes. The Council can also lead by example and take action to reduce carbon emissions from its own services and operations.

The following Climate Change Action Plan supports the delivery of objectives in the Climate Change Strategy. Drawing on feedback from the local community and organisations, actions have been identified which focus on things that the Council can directly control and influence (actions which address our 'Scope 1' and 'Scope 2' emissions), those which focus on reducing emissions arising from activities which we can indirectly influence ('Scope 3' emissions), and actions which will help reduce borough-wide emissions. The three scopes are defined in the Climate Change Strategy, and in a section below.

Whilst the majority of actions in the Action Plan focus on reducing local carbon emissions in order to limit the impact of warming global temperatures, actions are also included which will help places, people and nature be ready for unavoidable climate change – 'climate change adaptation' actions. These actions will build resilience to the climate change risks that affect the Borough such as flooding and overheating, and are embedded throughout the relevant themes but feature heavily in the Natural Environment & Biodiversity theme.

It is well documented that the future benefits of action overwhelmingly outweigh the future costs of inaction. Reaching net zero will require significant financial investment, with some costs falling to the Council and others requiring investment from national government, businesses and members of the public. But without this investment, the costs of dealing with climate change impacts in a world with average temperatures 2°C or more above pre-industrial levels will be far higher. The UK National Audit Office, for instance, estimates that for every £1 spent on protecting communities from flooding, around £9 in property damages and wider impacts can be avoided

Taking climate action will bring real positives for Runnymede that are much wider than protecting our community from adverse weather impacts. A cleaner, greener Runnymede is a healthier borough, with reduced NHS costs, better housing, better transport, improved biodiversity, and a reduction in poverty and inequality. Such 'co-benefits' are also identified in the Action Plan.

Many of the actions listed within the Action Plan are ongoing and they will progress over the coming years to make a significant contribution to achieving our collective net zero goals. Below is a section explaining how we will monitor and report on the delivery of the actions, so that there is a clear, shared understanding of the progress being made.

Structure of the Indicative Action Plan

The Action Plan is structured into themes and sub-themes, with lead owner(s) and timescales identified. Some of the actions can be undertaken immediately, whilst others will take longer to plan, implement and achieve. Actions include estimates of carbon impacts and cost implications where available – these are high-level in nature and will need to be refined as more detailed assessments become available over time. Not all actions will generate quantifiable carbon savings, but where data is available for emissions over which the Council has an influence, it has been included. It is worth noting that even those actions identified as having a low overall impact will be worthwhile undertaking as, cumulatively, they will add up.

Actions include a mixture of those that will achieve a reduction in our own operational emissions and those that will help make the wider borough carbon net zero by 2050. With direct control over our own estate, operations and vehicles, we have the potential to have significant influence in driving these emissions down at a faster rate than other sectors of our local economy. Actions which involve engagement with residents and partners to address borough-wide emissions will need to be supplemented by those of the UK Government – including actions which change the national policy landscape, accelerate action on climate change and support, where necessary, identified local initiatives.

Actions include specific targets and metrics where available, such as those established by the Housing and Assets Management Plan under Action 1.3. Several actions will lead to the development of other plans and strategies – such as an Assets Decarbonisation Plan, Energy Strategy and Electric Vehicle Strategy – and it is within these documents, rather than this Action Plan, where additional targets will be set.

The proposed themes are set out in Box 1, with actions then grouped into sub-themes as follows:

- **Delivering Sustainable Development** – actions which will ensure that new or redeveloped homes, buildings and infrastructure across the borough are planned for in ways that avoid increased vulnerability to the range of impacts arising from climate change; and can help to reduce greenhouse gas emissions.
- **Strategy, Policy & Operational Activity** – actions which focus on driving energy efficiency, carbon reduction and climate change adaptation through Council business. A key element of these actions relates to strategy and policy. It is important that these are defined and applied consistently. The detail of these policies, and the way they are implemented, will have a significant impact on achieving our net zero targets.
- **Partner and Stakeholder Engagement** – actions which focus on working collaboratively and collectively to tackle climate change and reach our net zero targets (where these actions have not already been picked up in preceding sub-themes).

Box 1 – Proposed Themes

Greener Homes & Buildings – actions to reduce emissions and increase resilience of Runnymede’s building stock, covering residential, commercial and public buildings which are delivered by both the private sector and by the Council. Second highest emitter of greenhouse gas emissions for Runnymede, but with the largest emission reduction potential. Includes actions to ensure new development meets and where possible exceeds energy requirements in the existing Local Plan; and actions which will result in stronger climate change planning

policies in a future revised Local Plan. Some actions rely on the transition of the national grid to renewable energies to enable development to become net zero.

Energy Generation & Storage – actions to reduce emissions from and increase the resilience of the energy sector in Runnymede. Covering the generation of grid-supplied energy, and locally-produced renewable electricity, with a considerable overlap with the Greener Homes & Buildings theme. Taking steps to transition the Council’s energy to green and clean sources, but also that of its wider communities.

Active & Sustainable Travel – actions to create a low-carbon and resilient transport sector. Covering all modes of mobility across the borough, transport is the highest emitter of greenhouse gas emissions for Runnymede.

Natural Environment & Biodiversity – actions here outline a way forward to improve the quality, carbon storage potential and resilience of Runnymede’s natural environment and biodiversity.

Reducing Borough-wide Waste – actions to create a low-carbon and low-waste borough. Actions aim to reduce waste and use resources efficiently – working toward a ‘circular economy’ - in accordance with the Government’s Environmental Improvement Plan 2023.

Green Economy – transition to a low-carbon, circular economy in accordance with Priority 6 of the Council’s [Economic Development Strategy](#), by supporting Runnymede’s businesses to grow while reducing their carbon footprint, as well as attracting new businesses to our borough. Facilitating our future and current workforce to develop ‘green skills’ to enable full participation in the green economy.

Sustainable Council – actions which minimise carbon emissions through all council business (other than those relating to the Council estate which have been picked up in preceding themes). Actions involve changing how we commission services to influence our supply chain, changing how we invest to influence the financial markets and changing how we work, day to day, as employees and members of the Council. Actions which feature heavily include those relating to strategy and policy development, implementation and monitoring.

Supporting our Communities – holistic approaches to achieving a net zero Runnymede by 2050 which haven’t already been picked up in preceding themes. Actions where the community works together with partners/supported by partners to effect change through community level initiatives. Actions focus on communications and engagement, partnerships and communities, sharing information to raise awareness and providing advice.

How have actions been identified?

The actions identified in the Action Plan have been developed through a combination of:

- Researching the recommendations in evidence published by the Climate Change Committee, such as “*Net Zero – The UK’s contribution to stopping global warming*” report (May 2019), and other evidence bases;

- Drawing on and transposing where relevant the county-wide climate change actions identified by Surrey County Council in its [Climate Change Strategy and Action Plan](#) and [Climate Change Adaptation and Resilience Strategy](#);
- Analysing feedback through engaging with residents, local community groups, businesses, schools and young people through the climate change survey, focus groups, events (such as the Great Big Green Week), stakeholder group meetings, and one-to-one meetings and conversations conducted during the summer 2023;
- Analysing feedback submitted as part of the public consultation on the draft Action Plan which ran from 1 December 2023 to 14 January 2024;
- Consulting the Ashden / Friends of the Earth “*31 climate actions that councils can take*” publication, and other toolkits and hubs (such as the Local Government Association climate change hub);
- Analysing action plans from similar councils, including those across Surrey with whom we will be working in partnership to tackle climate change at a larger spatial scale;
- Consulting the recommendations made by Aether and Land Use Consultants in the Council’s Climate Change Study (2023), including the detailed Greenhouse Gas baseline report (included at Appendix 1 of this Action Plan);
- Collaboration across service areas of the Council, drawing on feedback from senior officers across all Service Areas at meetings held throughout summer 2023;
- Drawing on feedback from Members of the Climate Change Member Working Party;
- Extracting relevant actions from existing Council Service Area Plans.

The Council's Baseline and what this means for our Action Plan

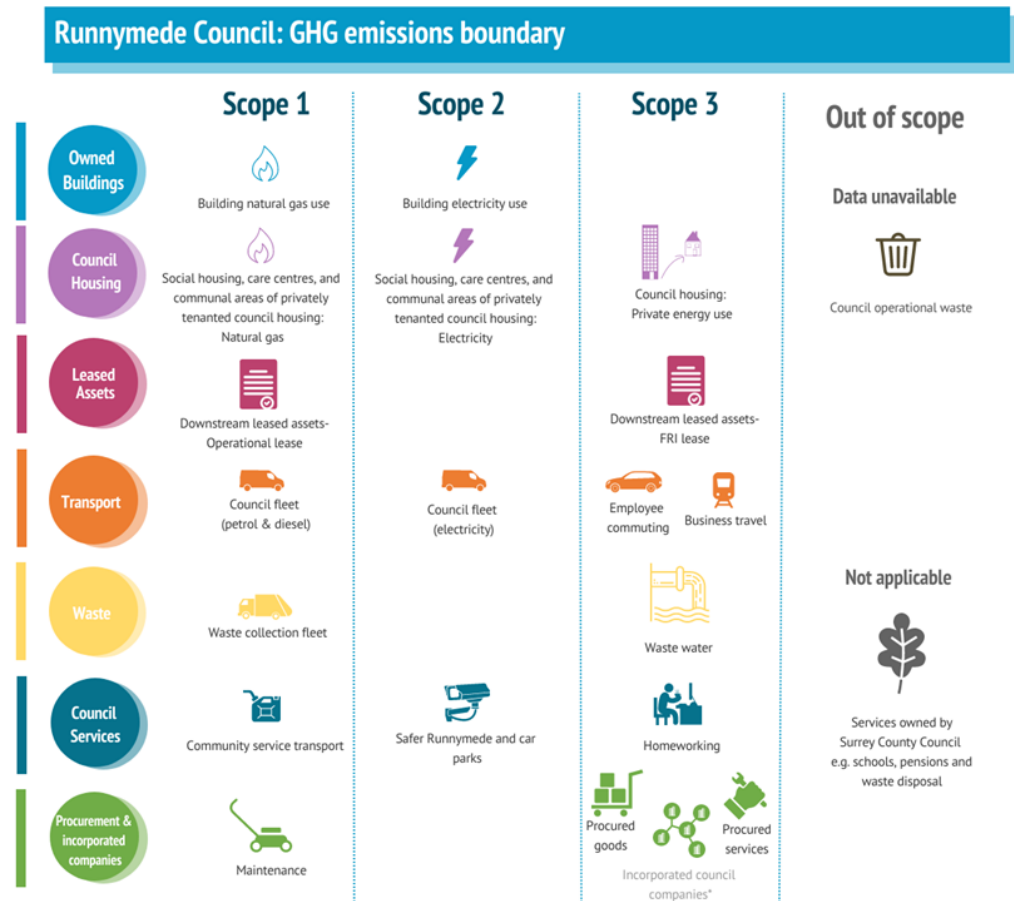
In 2022, the Council commissioned Land Use Consultants and Aether to provide baseline emission estimates for the Council estate and the wider borough. The consultants produced a detailed Greenhouse Gas (GHG) inventory – a data set which presents estimates of emissions of various greenhouse gases from a wide range of activities. A GHG baseline is the GHG inventory for a specific year from which progress in decarbonisation is monitored – the Council's baseline year has been chosen as 2019, to align with Surrey County Council reporting. This is the baseline year against which we will assess progress of our actions. The full 'Runnymede Climate Change Study: Council Estate and Area GHG Baseline' is now complete, and attached at Appendix 1.

The GHG inventory estimates emissions across three areas, shown in Table 1 below. Figure 1 provides a summary of the scope of emissions baseline for the Council estate.

Table 1 Scope definitions for the Council estate baseline

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).

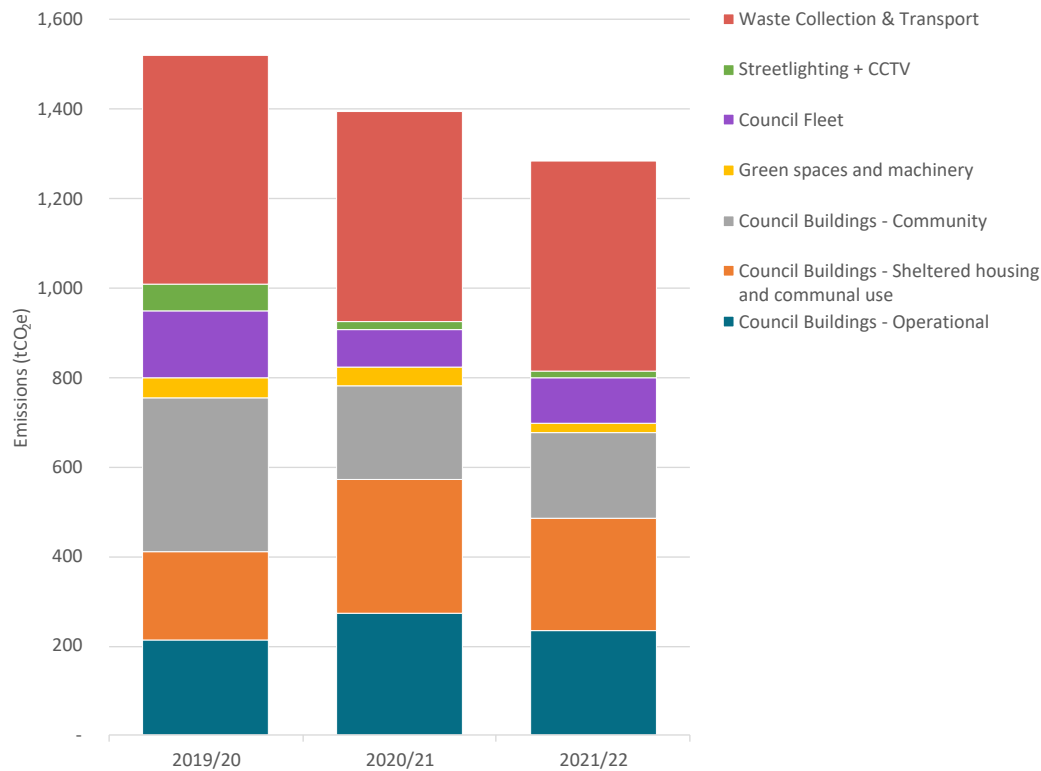
Figure 1: Summary of the scope of emissions baseline for the Council estate



The Council's total GHG emissions for 2019/20 were estimated to be 19,836 tCO₂e. This is our new 'baseline', which we need to get to net

zero by 2030. In 2021/22, emissions increased to 21,922 tCO₂e – an 11% increase. The sources which contributed most to this increase were ‘Council buildings – sheltered housing and communal use’ (which saw a 26% increase in emissions over this period) and ‘Procurement of goods and services’ (which saw a 59% increase in emissions).

Figure 2: Emissions for scope 1 and 2 sources for RBC (tCO₂e)



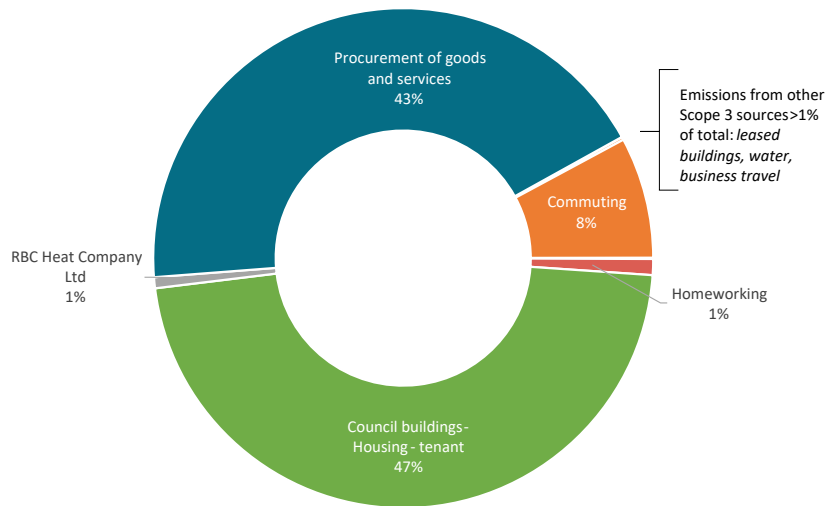
Considering emissions arising from scope 1 and 2 only, emissions from the Council estate decreased between 2019/20 and 2021/22 by 16% from 1,521 tCO₂e to 1,283 tCO₂e respectively. Emission reductions are observed across all categories under scope 1 and 2 except for ‘Council buildings – operational and sheltered housing and communal use’. The most significant emissions arise from energy consumption within council buildings (53% of the total). Waste collection and transport is the next most significant source, comprising of 37% of the total. Figure 2 displays emissions for scope 1 and 2 sources for the Council between 2019/20 and 2021/22 (tCO₂e).

A series of actions are included in the following Action Plan under ‘Greener Homes & Buildings’ which aim to reduce scope 1 and 2 emissions generated by Council buildings, including actions which aim to retrofit and improve the energy efficiency of existing Council housing stock, and actions which aim to decarbonise the Council’s operational assets.

Whilst we are focusing on reducing scope 1 and 2 emissions to net zero by 2030, with support and financial assistance from Government, we also have an important role to play in reducing scope 3 emissions as well. Emissions from scope 3 are significant, comprising of 94% of the total emissions

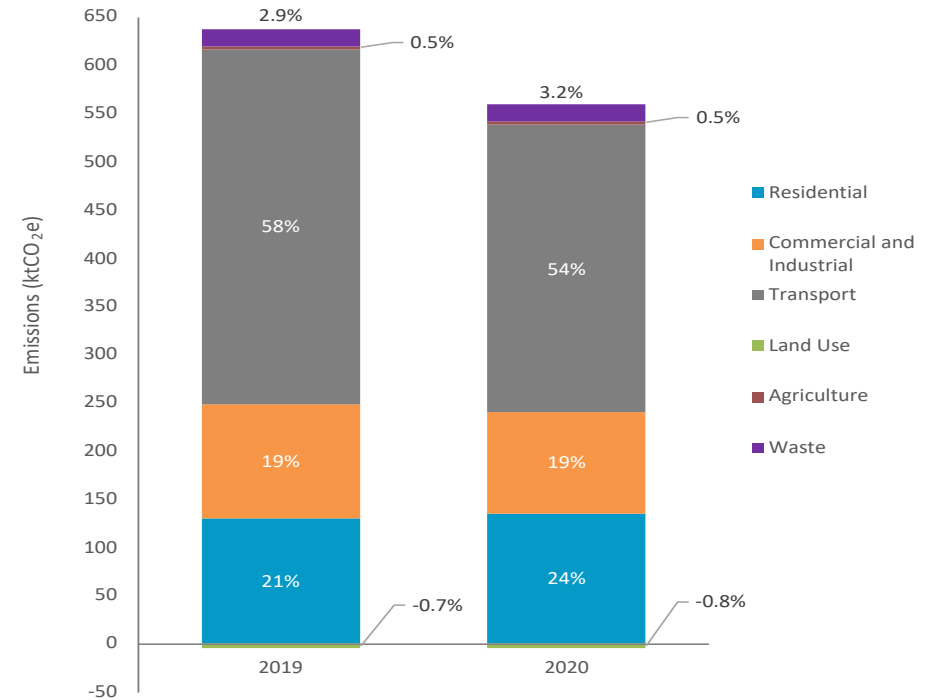
from the council estate in 2021/22. Figure 3 shows a breakdown in scope 3 sources, with private tenanted council housing and procured goods and services contributing the most. Actions to support the decarbonisation of private rented accommodation have been included under ‘Greener Homes & Buildings’, and under ‘Sustainable Council’. Actions have also been identified under the Sustainable Council category which

Figure 3: Emissions from scope 3 sources, 2021/22 (tCO2e)



aim to ensure that the Council’s supply chain is minimising carbon emissions through the newly adopted Procurement Strategy; and which will encourage Council employees to commute to work using more sustainable modes of transport.

Figure 4: Emissions for Runnymede Borough 2019-2020 (ktCO2e)



The borough’s GHG emissions for 2019/20 are estimated to be 634 ktCO2e, decreasing to 556 ktCO2e in 2020/21 (a 12% reduction). Across both years, shown in Figure 4, the most significant emissions source has been the transport sector, particularly from private car, LGV and motorbike use. A large number of actions have been included in the Action Plan under ‘Active & Sustainable Travel’ which aim to reduce emissions generated by the transport sector – this will involve working closely with key partners such as Surrey County Council as Highways Authority. The second largest source at 21% of total emissions is from the heating of residential homes. Several actions under ‘Greener Homes & Buildings’ aim to reduce emissions from the heating of both existing and new-build homes (e.g. through strengthening Local Plan policies), in addition to actions which seek to share guidance, best practice and advice under ‘Supporting our Communities’.

The detailed baseline provides the Council with the most accurate data possible to help prioritise decarbonisation actions – reflected in the following Action Plan - and measure the effectiveness of these actions over time.

Engagement Approach

Multiple stakeholder engagement techniques have been adopted to inform the development of this Action Plan, including:

- An online resident survey, which saw 450 under-18s, 815 residents and 25 organisations respond over a 6-week period;
- Focus group sessions and meetings with local community groups;
- Attendance at business meetings including the Town Teams meetings in Chertsey and Addlestone, and the Business Runnymede Steering Group meeting to engage with the local business community;
- Feedback at the Council's climate change stall at events such as summer fairs and the Great Big Green Week;
- Pop-up events in local towns;
- In-person and virtual feedback sessions with Runnymede Borough Council senior officers;
- Attendance at the Climate Change Members Working Party to engage with Runnymede Councillors; and
- Formal public consultation on the draft Action Plan which ran from 1 December 2023 to 14 January 2024.

A report detailing the key messages and findings from the Summer 2023 online survey, focus group sessions and early engagement meetings is available at Appendix 2. The public consultation statement produced to summarise comments received during the consultation on the draft Action Plan (Dec 2023/Jan 2024) with officer responses included is available separately, at: www.runnymede.gov.uk/climate-change.

It is clear from the surveys that many of Runnymede's residents, businesses and young people are already taking action to tackle climate change – ranging from simple measures such as changing their daily behaviours (turning off the lights or planning meals to reduce food waste) to more costly measures such as installing renewable energy technologies (albeit a minority of people). Some of those changing their behaviours are doing so out of necessity to save money, for example, rather than to specifically reduce carbon emissions. Many people recognised that actions to reduce emissions and build resilience can deliver multiple benefits such as reducing congestion, improving air quality, improved health and economic growth, and stressed that much of the information which the Council shares with its communities should clearly signal these co-benefits in order to accelerate the pace of change. The following plan identifies the greatest co-benefit potential against each action, which will play a role in the prioritisation of delivery.

Various barriers to taking action were identified, with the most common response being upfront costs and expense, followed by lack of time, resources, skills or information. Actions have been included in the Action Plan to try and address some of these barriers, such as providing assistance with accessing grants, working with our partners to improve our active travel and sustainable transport infrastructure, and developing awareness-raising campaigns and events.

A clear message coming out of the engagement activity was that the Council should lead by example. Many of the following actions, particularly under 'Greener Homes & Buildings' and 'Sustainable Council', seek to reduce the environmental impact through the services we deliver, reduce

emissions from our own and contractors' operations, and embed climate change considerations in our decision-making processes. We will continue to develop more innovative solutions wherever possible and include them as actions in this Action Plan over time.

Next steps for engagement

In recognition that significant community engagement and commitment will be needed to reach our collective ambition of a net zero Runnymede by 2050, there will be many more opportunities to get involved - not only in providing feedback and shaping the Action Plan as it evolves over time, but also in taking a role in delivery of the actions.

There will also be opportunities to engage with the Local Plan Review work which will seek to strengthen climate change planning policies (in addition to other policy topics). Consultation activities will take place at various stages of the plan-making process, where the Council will capture feedback to inform the emerging, revised policies.

Financing Action

Reducing the Council's operational carbon emissions to net zero by 2030 will require significant financial investment at a time when the Council is looking for savings and efficiencies to balance its budget. The delivery of this Action Plan therefore needs to be carefully managed to ensure the Council remains financially sound, with infrastructure and services fit for the future.

Where viable, the Council will utilise funding within individual service revenue budgets and the capital programme to deliver green outcomes and will use developer funding via the Community Infrastructure Levy where appropriate. The Council will particularly look to invest in decarbonisation projects which will lead to an associated return of investment from energy savings ('invest to save' projects).

Where climate change actions are not budgeted, alternative funding resources will be sought. This may include, but is not limited to, public/private partnership, Government grants, and funding from other sources. The Climate Change Strategy sets out how the Council will seek to make maximum use of any opportunities to bid for external sources of funding as they become available to supplement the cost of projects (reflected in various actions in the Action Plan), working with partners such as Surrey County Council. This often requires RBC to ensure that projects are at a stage where funding can be applied for (project ready) which in itself may incur additional cost, both financially and in officer time, so needs to be planned carefully to ensure the maximum use of our scarce resources. Grants and funding opportunities, where appropriate, will be sourced through the Bids and Grant Funding Officer located in the Chief Executive's Office.

Officers will continue to lobby central Government to make available specific funding for local authorities to tackle climate change.

Resourcing Action

Delivering the actions will also impact on service areas of the Council which provide a supporting role rather than an operational role, such as Public Relations & Marketing, Law & Governance, and Financial Services. Actions will need to be incorporated into these service areas' existing portfolio of work, and whilst the majority of actions in the Action Plan are allocated to operational service areas, the impact on support services should not be underestimated.

The Council will need to carefully monitor impacts on support services and seek to ensure that sufficient resources are available to progress the climate change agenda across the Council. The Climate Change Team will provide expertise and support to service areas wherever possible.

Delivery and Monitoring

Oversight of delivering the Climate Change Strategy, and the Action Plan that sits under it, sits with the Leader of the Council. Operational responsibility for delivery of the strategy is located at Corporate Leadership Team level. The Climate Change Team will oversee the coordination and monitoring of the Strategy and Action Plan, and lead on stakeholder engagement.

However, this Action Plan is very much a cross-service document that sets out shared responsibilities, with each specific action being owned by a relevant lead service area and implementation supported by other relevant service areas where necessary. It is essential that all Council service areas play their part in implementing this Action Plan, which has been co-produced with involvement from all services. Following adoption of the Action Plan, it is proposed that there will be discussions about priority actions with Councillors, and Service Areas as part of the annual Service Area Planning cycle. As part of a wider suite of activities/actions prioritised to deliver Council services over each Financial Year, these plans will include actions, as appropriate and where funding permits, to reduce the Council's scope 1 and 2 emissions (emissions which the Council has direct influence over). Alongside this, the content of the Service Area Plans will inform campaign themes for incorporation into annual Communications Plans aimed at helping reduce scope 3 emissions.

In addition, a Climate Change Member Working Party has been established. The Working Party has no decision-making powers: its purpose is instead to provide steer on key matters which relate to the Council's response to climate change and to make sure that they are in line with the Council's Corporate Business Plan. Some of the group's responsibilities are to assist in the development and periodic revision of the Action Plan, to help identify priorities, and to monitor progress with the targets that the Action Plan sets. Detailed monitoring and climate change update reports will be prepared by the Climate Change Team and reported to the Corporate Management Committee at regular intervals. Formal decisions on climate change activities will be made at the relevant committees.

The long-term nature of this Action Plan allows time to deliver a range of climate mitigation, adaptation and wider sustainability actions up to 2050. It is intended to be a living document - actions can be amended or revised periodically as national or international climate change measures change, and as new information and opportunities become available, with actions being allocated to relevant service areas accordingly. At a minimum, the Action Plan will be reviewed in full in line with Corporate Business Plan updates and to allow for project completion and development.






As explained in the Climate Change Strategy, the Council is mandated to report all current GHG emissions to the Department for Energy Security and Net Zero (DESNZ). For those operations which the Council directly controls or influences, a monitoring framework and key performance indicators will be created as a measure of success and to track and report progress. These will be measured through the Council's internal performance system and reported to Corporate Management Committee. This is captured by Action 7.1 of the following Action Plan.

Key

Action Timeframes	
ST	Short-term: 0-2yrs (2024-2026 ¹)
MT	Medium-term: 3-7yrs (2026-2030 ²)
LT	Long-term: 7yrs + (2030 +)
O	Ongoing

Indicative Carbon Impact (tonnes per annum)	
L	Low (0-500)
M	Medium (501-1000)
H	High (1001-10,000)
VH	Very High (10,000+)
E	Enabling borough-wide reduction – yet to be quantified.
U	Unknown / not yet quantified

Indicative Costs	
L	Low (£0 - £50k)
M	Medium (£50 - £250k)
H	High (£250k - £1m)
VH	Very high (£1m +)
U / NQ	Unknown / not yet quantified

Co-benefits		
	Health & wellbeing improvement	Air quality, physical health, wellbeing
	Environmental improvement	Water quality & management, habitat, biodiversity, green space
	Economic prosperity	Employment, income & poverty, cost of living, skills & training, invest to save
	Inclusivity & civil society	Stakeholder engagement, social justice, community representation
	Effective strategic planning, management, governance and delivery of essential public services	Housing, mobility, access to clean, green energy, waste management, reduced risk of fluvial or pluvial flooding.

GHG Scopes / Borough-wide reduction	
Scope 1	Carbon emissions from sources owned or controlled by the Council.
Scope 2	Carbon 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	Carbon emissions that occur indirectly from Council activities, outside the control of the Council (e.g. the Council's procured services and investments).
B	Borough-wide GHG emission reduction to reach 2050 target.

¹ Aligns with the Council's Medium Term Financial Strategy and Corporate Business Plan 2022-2026


² To align with the 2030 net zero target for Council operations




Greener Homes & Buildings Actions


Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Delivering Sustainable Development									
1.1	Ensure new homes and buildings in Runnymede meet 2030 Local Plan sustainable design and renewable & low carbon energy policy requirements at a minimum, and encourage developers to exceed these standards to minimise adverse impacts.			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	+ £ ⚙️
		1.1.1	In-house training for new Development Management Officers and refresher training for existing officers on the effective implementation of climate change policies in the 2030 Local Plan.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
		1.1.2	Training for Planning Committee members on the importance of allocating sufficient weight to climate change issues in decision-making.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
		1.1.3	Develop planning guidance to ensure existing 2030 Local Plan carbon reduction policies are implemented effectively, encouraging developers to go beyond minimum requirements.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		1.1.4	Consider adoption of Net Zero Carbon Toolkit, or similar, developed by Cotswold District Council and its partners as a resource for other public	Corporate Head of Planning, Economy &		ST	L	U	




Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			sector organisations to use and adopt, to encourage delivery of low carbon development as an interim measure ahead of Local Plan Review.	Built Environment					
		1.1.5	Run sessions with local developers to raise awareness of guidance which encourages developers to go beyond minimum energy performance and biodiversity Local Plan standards.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		1.1.6	Work with Climate Change Planning Officer at Surrey County Council to produce county-wide planning guidance and sustainability checklist for developers, ensuring relevance for Runnymede.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		1.1.7	Ensure pre-application advice emphasises the importance of applying energy hierarchy and sustainable design principles.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
1.2	Review and strengthen climate change planning policies and guidance through the preparation of a Local Plan Review: policies which improve energy efficiency and reduce carbon emissions of new homes and buildings.				B	ST - MT	H	U	+ £ ⚙️ ⚖️
		1.2.1	Produce viability evidence to understand the impacts of introducing stronger/new planning policies on housing delivery.	Corporate Head of Planning, Economy &		ST	L	U	




Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
				Built Environment					
		1.2.2	Consider introducing a carbon offsetting scheme to facilitate the achievement of any net zero carbon planning policy requirements (as last resort in energy hierarchy), identifying local schemes where emission reductions can be monitored accurately and effectively.	Corporate Head of Planning, Economy & Built Environment		MT	L	U	
		1.2.3	Explore the opportunity to promote the use of the Future Homes & Buildings Standard or equivalent best practice to achieve high quality new homes and buildings in the borough, and develop recommendations.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		1.2.4	Following construction of new homes and buildings, consider introducing a 'post-occupancy monitoring' system to ensure that buildings are operating at the required standards.	Corporate Head of Planning, Economy & Built Environment		MT	U	U	
		1.2.5	Consider options to introduce planning policies which support high quality communications infrastructure – essential to facilitate the delivery of smart buildings to reduce the volume of electricity used.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		1.2.6	In developing a Design Code for Runnymede, consider developing a set of codes focusing on net zero design, and design which embraces nature recovery. Improve upon existing Design SPD sustainable construction guidance.	Corporate Head of Planning, Economy & Built Environment		ST	M	U	
Strategy, Policy & Operational Activity – Council Estate									

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
1.3	Retrofit and improve energy efficiency and heating systems of existing Council housing stock.				1, 2, 3, B	ST – MT	VH	M	
		1.3.1	Develop a works programme, including costs, to target and improve Council homes with lowest energy performance ratings (i.e. those with EPC D rating or lower).	Corporate Head of Housing Services		ST	NQ	U	
		1.3.2	Upgrade or redevelop (where feasible), including through the Decent Homes programme, poorly performing homes to EPC C rating or above by 2030 (cross-reference with Action 4 of Housing Asset Management Plan).	Corporate Head of Housing Services		ST - MT	VH	U	
		1.3.3	Review Runnymede Investment Standard (which goes beyond 'Decent Homes' standard) to incorporate measures to improve energy performance of homes (cross-reference with Action 1 of Housing Asset Management Plan).	Corporate Head of Housing Services		ST – MT	VH	U	
		1.3.4	Review effectiveness of new asset management software system to model energy performance scenarios and improve quality of data (cross-reference with Action 2 of Housing Asset Management Plan).	Corporate Head of Housing Services		ST	NQ	U	
		1.3.5	Develop a Council Housing Heating Plan to identify how Council-owned homes will transition away from gas and be heated in the longer term (cross-reference with Action 6 of the Housing Asset Management Plan).	Corporate Head of Housing Services		ST	NQ	U	



Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		1.3.6	Identify relevant grants (e.g. Green Homes Grant / Social Housing Decarbonisation Fund) to fund energy performance improvement projects.	Climate Change Function & Corporate Head of Housing Services		O	L	U	
1.4	Deliver new Council-owned homes to a high energy performance standard.			Corporate Head of Housing Services	1, 2, 3, B	ST-MT-LT	VH	U	+ £  
		1.4.1	Produce a detailed delivery programme to identify sites and costs (including to meet high energy efficiency standards) for around 125 new units by 2026.	Corporate Head of Housing Services		ST	VH	U	
		1.4.2	All new council-led housing schemes to be designed to meet EPC A rating, pending further evidence around viability and feasibility at the detailed design stage.	Corporate Head of Housing Services		ST-MT-LT	VH	U	
1.5	Decarbonise operational estate (non-housing)			Corporate Head of Assets & Regeneration	1, 2	ST-MT	H	U	+  £
		1.5.1	Develop and deliver an Assets Decarbonisation Plan to consider the strategic approach to reducing energy demand and decarbonising the Council's operational estate, such as the Civic Centre, Chertsey Depot and Community Centres, along with a programme for the works.	Corporate Head of Assets & Regeneration		ST	H	U	
		1.5.2	Encourage tenants to review EPC rating certificates for all commercial assets and where possible support tenants with any upgrades to achieve an optimum rating.	Corporate Head of Assets & Regeneration	B	ST	E	U	



Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		1.5.3	Review and rationalise all power contracts and transition to renewable energy contracts where cost effective to do so, and seeking minimal financial impact to the Council's budget position.	Corporate Head of Assets & Regeneration		O	NQ	U	
		1.5.4	Review and rationalise all energy saving functions (e.g. LED lighting, upgrade electric equipment) as part of periodic review and condition surveys of council assets, including car parks, subject to funding.	Corporate Head of Assets & Regeneration		O	NQ	U	
Partner & Stakeholder Engagement									
1.6	Develop a communications programme to encourage and facilitate the retrofitting of energy efficiency and renewable/low carbon technology schemes in homes and buildings across the borough (cross-reference with Action 8.2).			Climate Change Function and Head of Public Relations & Marketing	B	ST	L	U	+ £ 
		1.6.1	Advance the case for the creation of a Surrey-wide Sustainable Design Awards which would highlight best practice and leading examples of decarbonised buildings, and other innovations in new developments.	Climate Change Function		ST	L	U	
		1.6.2	Publicise opportunities associated with improving energy efficiency standards and provide communications to owner-occupied homes (signposting to any necessary planning and heritage consents as appropriate).	Climate Change Function and Head of Public Relations & Marketing		ST	L	U	
		1.6.3	Signpost to existing databases of registered local tradespeople and	Climate Change		ST	L	U	





Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			resources that Runnymede residents and organisations can utilise to make homes / businesses more energy efficient.	Function and Head of Public Relations & Marketing					
1.7	Continue to support our partners such as SCC and delivery agents such as Action Surrey to promote funding opportunities and schemes providing grants and advice for residents for energy efficiency home improvements (cross-reference with Action 8.3).			Climate Change Function and Head of Public Relations & Marketing	B	ST / O	L	U	+ £
1.8	Work with housing association partners and other housing providers to share knowledge of approaches to minimise carbon emissions / maximise energy efficiency across all social housing outside Council Estate.			Corporate Head of Housing Services	B	O	L	U	+ £ 
1.9	Explore ways of mapping fuel poor households against poor energy efficient homes to target funding/ energy saving advice / support to households experiencing fuel poverty and for those where improvements could see the biggest benefits.			Climate Change Function	B	ST	L	U	+ £ 
1.10	Investigate grant funding programmes and support businesses access any relevant schemes (cross-reference with Actions 6.8 and 8.3).			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	+ £ 

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
1.11	Provide guidance and support to private rental tenants on taking action to improve energy performance ratings where needed.			Corporate Head of Housing Services	B	O	L	U	+ £ 
		1.11.1	Explore options to work with partners to improve enforcement of Minimum Energy Efficiency Standards to ensure that private rental residents are in properties which have an EPC rating of E and above (or as required by future Regulations) to capture non-compliance.	Corporate Head of Environmental Services		ST / O	L	U	
1.12	Support and guide Neighbourhood Forums to strive to ensure that Neighbourhood Plans reflect the ambition and help deliver a net zero Runnymede by 2050.			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	+ £  

Energy Generation & Storage Actions









Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Delivering Sustainable Development									
2.1	Review and strengthen climate change planning policies through the preparation of a Local Plan Review: policies which seek to support new stand-alone renewable and low carbon energy development.			Corporate Head of Planning, Economy & Built Environment	B	ST - MT	H	VH	 £
		2.1.1	Identify areas suitable for renewable energy (and energy storage) in the revised Local Plan.	Corporate Head of Planning, Economy & Built Environment		ST - MT	H	VH	
		2.1.2	Identify opportunity areas for decentralised energy networks in the revised Local Plan.	Corporate Head of Planning, Economy & Built Environment		ST - MT	H	U	
Strategy, Policy and Operational Activities									
2.2	Subject to budget, develop an Energy Strategy for the Council's operational estate, exploring options to invest in the development of renewable/low carbon energy and energy storage, subject to costs.			Climate Change Function	1 & 2	ST	L	H	 £
		2.2.1	Undertake a feasibility study of suitable decarbonisation measures and renewable energy technologies for the Council estate.	Climate Change Function		ST	L	L	
		2.2.2	Work with partners to explore feasibility and business case of installing solar panels over Runnymede-owned car parks which can supply the lighting and EV chargers, subject to payback being within five years.	Climate Change Function		ST	L	L	


Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		2.2.3	Consider feasibility and viability of renewable energy options in Independent Retirement Living units to increase renewable energy generation to 100% by 2030.	Corporate Head of Housing Services		ST	L	L	
		2.2.4	Consider feasibility of purchasing batteries to store electricity / energy supplied overnight when it is cheaper; to supply offices/properties during the day or sell back to the National Grid. Considerations to include Vehicle-to-Grid facilities for Council-owned fleet (cross-reference with Actions 3.3 and 7.11).	Climate Change Function		ST	L	L	
		2.2.5	Explore opportunities to source external expertise / partners to deliver actions in the Energy Strategy e.g. private / public joint ventures.	Climate Change Function		ST	L	L	
2.3	When relevant opportunities arise (e.g. comprehensive development / regeneration schemes), explore options to invest in new/expanded low carbon local district heat networks where feasible and financially viable.			Climate Change Function	1, 2, 3, B	O	NQ	U	 £
Stakeholder & Partner Engagement									
2.4	Work with stakeholders such as UK Power Networks' Local Area Energy Planning team to plan for the electricity capacity required to support the Council's decarbonisation plans and ensure Runnymede Council's energy infrastructure is climate			Climate Change Function / Head of Assets & Regeneration	1 & 2	O	L	E	

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
	ready (cross-reference with Action 2.2).								
2.5	Explore opportunities to work with partners to produce a sub-regional Local Area Energy Plan.			Head of External Projects	B	ST	L	U	
		2.5.1	Share information to develop integrated local and joint authority strategic working on energy infrastructure, where opportunities arise.	Head of External Projects		ST	L	U	
2.6	Develop a programme to encourage and facilitate the delivery of community-led renewable energy projects in conjunction with other stakeholders, including not-for-profit organisations.			Climate Change Function	B	ST	L	E	  
		2.6.1	Share guidance and provide assistance to Neighbourhood Forums to explore options for Neighbourhood Plans to support renewable / low-carbon energy development (cross reference with Action 1.12).	Corporate Head of Planning, Economy & Built Environment		ST	L	E	





Active & Sustainable Travel Actions

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Delivering Sustainable Development									
3.1	New and redevelopment to support improvement and expansion of active travel and sustainable transport network through effective implementation of 2030 Local Plan.			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	+ £ ⚙️
		3.1.1	Through the Development Management process, ensure EV charging infrastructure is included in all new developments in line with 2030 Local Plan requirements.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
3.2	Review and strengthen climate change planning policies through the preparation of a Local Plan Review: policies which ensure new and redevelopment proposals incorporate active travel and sustainable transport options.			Corporate Head of Planning, Economy & Built Environment	B	ST - MT	H	U	+ £ ⚙️ ⚖️
		3.2.1	Work with stakeholders such as SCC to strengthen planning policies to reduce car use and improve active and sustainable travel networks in new developments.	Corporate Head of Planning, Economy & Built Environment		ST - MT	L	U	
		3.2.2	Produce evidence to assess the sustainability of proposed site allocations in terms of accessibility to local services and facilities by foot/cycle. Evidence to influence preferred spatial strategy.	Corporate Head of Planning, Economy & Built Environment		ST - MT	M	U	

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		3.2.3	Consider options to require EV charging infrastructure be incorporated into new development in excess of Building Regulations standards.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
Strategy, Policy and Operational Activities									
3.3	Deliver actions contained in the adopted Electric Vehicle (EV) Strategy for Runnymede to support the transition to electric vehicles. Actions seek to help create a supportive policy environment; enable the creation of new EV charging infrastructure; promote EV benefits to a wider audience; and explore opportunities for joint working with partners to encourage wider take-up (by the Council for its own fleet and by Council employees, as well as private users). Actions also consider the use of e-bikes. Cross reference with Action 7.12.			Corporate Head of Planning, Economy & Built Environment	1, 2, 3 B	ST	L	L	 
3.4	Work in partnership with SCC in their capacity as Local Highway Authority to reduce emissions from transport, particularly through the RBC/SCC Joint Infrastructure Group.			Corporate Head of Planning, Economy & Built Environment	B tbc	ST	M	L	  
3.5	Review and assess the current and likely future air quality in Runnymede on a yearly basis.			Corporate Head of Environmental Services	B	O	L	U	  

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		3.5.1	Monitor Air Quality Management Areas and implement identified mitigation measures in the Air Quality Action Plan.	Corporate Head of Environmental Services		O	VH	U	
		3.5.2	Finalise and adopt the Environmental Protection SPD which guides new development on the assessment of air quality and measures to mitigate adverse impacts to comply with 2030 Local Plan policy requirements.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
Stakeholder & Partner Engagement, including with Communities									
3.6	Work in partnership with SCC, through the Joint Infrastructure Group and other fora, to improve cycling, walking and sustainable transport infrastructure.			Corporate Head of Planning, Economy & Built Environment	B	O	VH	VH	
		3.6.1	Continue to work in partnership with SCC on delivery of Phase 1 projects identified in Runnymede's Local Cycling and Walking Infrastructure Plan (LCWIP), currently subject to feasibility design/ development.	Corporate Head of Planning, Economy & Built Environment		ST-MT	VH	U	
		3.6.2	Work with SCC on dedicated LCWIP development for River Thames Scheme active travel plans, to connect into wider LCWIP routes.	Corporate Head of Planning, Economy & Built Environment		ST-MT	L	U	
		3.6.3	Continue to work in partnership with SCC to consult on and implement Tranche 1 Local Street Improvements (LSIs) Programme to improve the pedestrian and cycling environment.	Corporate Head of Planning, Economy & Built Environment		ST-MT	H	U	
		3.6.4	Work with SCC to closely monitor impacts of LSI pilot schemes to	Corporate Head of Planning,		MT	L	U	



Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			identify benefits and address any adverse impacts.	Economy & Built Environment					
		3.6.5	Work with SCC to assess and consult on feasibility of further LSIs and other measures that achieve similar outcomes – implementing where they are deemed appropriate.	Corporate Head of Planning, Economy & Built Environment		MT	L	U	
		3.6.6	Continue to work in partnership with SCC to deliver the A320 North of Woking project which incorporates an active travel corridor and links to neighbouring areas.	Corporate Head of Planning, Economy & Built Environment		ST – MT	VH	VH	
		3.6.7	Work in partnership with SCC to consult on and implement package of improvement measures (including pedestrian and cycling measures as well as public realm enhancements) for Addlestone Town.	Corporate Head of Planning, Economy & Built Environment		ST	VH	U	
		3.6.8	Lobby for improvements to bus infrastructure in Runnymede as part of SCC's Bus Improvement Plan, including the introduction of zero-emissions buses, and support SCC in implementing the Plan.	Corporate Head of Planning, Economy & Built Environment		ST / O	L	U	
		3.6.9	Support SCC in the implementation of the Surrey Rail Strategy, and work with Network Rail to improve capacity of Runnymede's rail network and accessibility to local stations and to explore opportunities to improve signalling.	Corporate Head of Planning, Economy & Built Environment		ST / O	VH	U	
		3.6.10	Work with members of the Council's Developer Contributions Advisory Group to ensure active and sustainable travel projects (classified as	Corporate Head of Planning, Economy & Built Environment		O	L	U	

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			'essential infrastructure') are considered for Community Infrastructure Levy funding.						
3.7	Engage with Government, Transport for the South East, National Highways, and other relevant bodies to input to regulatory change and lobby for investment in Runnymede and the wider sub-region on active and sustainable transport improvements; as well as strategic road network schemes which would ease congestion in the Borough and facilitate safe active travel and sustainable transport connectivity			Corporate Head of Planning, Economy & Built Environment	1, 2, 3, B	ST, O	L	E	 
3.8	Work with the Heathrow Strategic Planning Group to influence sustainability of airport plans for recovery and growth, and to identify options to accelerate the pace of decarbonisation in the affected sub-region.			Head of External Projects	B	ST, O	L	E	 
		3.8.1	Represent the Council in the Heathrow Recovery Plan.	Head of External Projects		ST, O	L	E	
		3.8.2	Work with partners to improve surface access to Heathrow Airport – to help achieve a modal shift to public transport.	Head of External Projects		ST, O	L	E	
3.9	Publicise and share information about cycling, walking and sustainable transport initiatives			Climate Change Function	B	O	L	E	+ £

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
	(cross-reference with Action 8.2).								
		3.9.1	Promote cycle training for children, families, residents and businesses where opportunities arise.	Climate Change Function		O	L	E	
		3.9.2	Promote and facilitate walk and/or cycle to school initiatives, and work with local schools to improve the quality of School Travel Plans.	Climate Change Function		O	L	E	
		3.9.3	Work with local colleges and RHUL to identify and promote safe walking/cycle routes.	Climate Change Function		O	L	E	
		3.9.4	Engage with businesses to encourage travel choices that produce less emissions, such as Electric Vehicles and e-Cargo bikes.	Climate Change Function		O	L	E	

Reducing Borough-wide Waste Actions

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Delivering Sustainable Development									
4.1	Review and strengthen climate change planning policies through the preparation of a Local Plan Review: policies which aim to reduce waste and promote sustainable use of resources.			Corporate Head of Planning, Economy & Built Environment	B	ST – MT	H	U	+ £ ⚙️ ⚖️
		4.1.1	Explore policy options to require all new development, including any public realm and supporting infrastructure, to incorporate circular economy measures into all aspects of the design, construction and operational process – reported via a Circular Economy Statement.	Corporate Head of Planning, Economy & Built Environment		ST – MT	L	U	
		4.1.2	Consider preparing guidance outlining how to prepare a Circular Economy Statement to accompany planning applications.	Corporate Head of Planning, Economy & Built Environment		MT	L	U	
Strategy, Policy and Operational Activities									
4.2	Implement the Surrey Environmental Partnership 2025 delivery plan for waste prevention, recycling, and emissions reduction.			Corporate Head of Environmental Services	B	O	NQ	U	+ £ ⚙️ ⚖️
4.3	Investigate opportunities to enhance and expand the recycling of trade and commercial waste.			Corporate Head of Environmental Services	B	ST	NQ	U	⚙️ ⚖️
4.4	Improve waste recycling facilities at Council-owned housing.			Corporate Head of Housing Services	B	ST	NQ	U	⚙️



Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		4.4.1	Increase number of food waste bins used by Council house tenants.	Corporate Head of Housing Services		O	NQ	U	
		4.4.2	Invest in 'refuse areas' at Council-owned housing blocks to promote recycling, and reduce the amount of waste going to landfill.	Corporate Head of Housing Services		ST	NQ	U	
4.5	Ensure Council's operational non-residential buildings and facilities have full recycling services, including food waste, with clear communications in place to ensure they are well used.			Corporate Head of Assets & Regeneration	B	ST	NQ	U	£ 
Stakeholder & Partner Engagement									
4.6	Engage and collaborate with partners to facilitate behaviour change in Runnymede's local communities, adopting more sustainable and resilient waste practices (cross-reference with Action 8.2).			Climate Change Function	B	O	L	U	£ 
		4.6.1	Work with residents and local voluntary groups to build a 'rethink, refuse, reduce, reuse, refurbish, repair, repurpose and recycle' culture through targeted communications, supporting local events, and considering whether vacant Council-owned shop units can be provided to community groups for zero-waste/repair initiatives.	Climate Change Function		O	L	U	
		4.6.2	Work with local community groups to support event organisers in reducing waste in the first instance, and then recycling	Climate Change Function		O	L	U	





Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			waste generated by local events (such as sport events and fairs).						
		4.6.3	Publicly share and advertise best practice case studies in waste management, waste behaviours and application of circular economy principles and measures within Runnymede. Develop and publicise an inventory of businesses, voluntary groups, and shops within Runnymede that implement best practice circular economy or waste hierarchy principles e.g. repair shops / charity shops.	Climate Change Function		O	L	U	
		4.6.4	Share information about new schemes such as 'Rethink Waste' and community fridges, which incentivise Surrey residents to reduce their waste.	Climate Change Function		O	L	U	
		4.6.5	Continue to support and increase regular community-led litter picks across Runnymede.	Climate Change Function		O	L	U	
		4.6.6	Work with residents and the community to encourage and promote home and community composting.	Climate Change Function		O	L	U	
		4.6.7	Better communicate the ongoing education campaigns in Runnymede's schools, colleges and university in relation to waste management and circular economy principles.	Climate Change Function		O	L	U	


Natural Environment & Biodiversity Actions

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Delivering Sustainable Development									
5.1	Review and strengthen climate change planning policies through the preparation of a Local Plan Review: policies which enhance green infrastructure; bring about net gains in biodiversity; manage flood risk; improve water efficiency.			Corporate Head of Planning, Economy & Built Environment	B	ST – MT	H	U	 + 🌸 £ ⚙️ ⚖️
		5.1.1	Consider Climate Change Study recommendations to strengthen climate change adaptation policy requirements, including for Sustainable Drainage Systems to ensure surface water runoff is being restricted to rates as close to the greenfield runoff rate as possible.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		5.1.2	Investigate policy options which will optimise water efficiency of non-residential development.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		5.1.3	Investigate policy options which will provide food growing opportunities through new development.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		5.1.4	Update the Strategic Flood Risk Assessment evidence underpinning the Local Plan Review and its spatial strategy, to take account of the latest national planning policy and guidance, and latest flood risk data.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
Strategy, Policy and Operational Activities									


Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
5.2	Develop and implement a Green and Blue Infrastructure (GBI) Strategy to identify opportunities and projects to enhance GBI across the borough.			Corporate Head of Planning, Economy & Built Environment	B	ST	L	U	+ 🌱 ⚙️ ⚖️
		5.2.1	Consider availability of Council-owned land to act as a habitat bank which can contribute to carbon sequestration.	Corporate Head of Planning, Economy & Built Environment		ST	NQ	U	
		5.2.2	Explore opportunities through development of the strategy to increase tree cover on council-owned land and on streets and other opportunities for urban greening.	Corporate Head of Planning, Economy & Built Environment		ST	NQ	U	
		5.2.3	Explore with SCC opportunities to improve/enhance green active travel routes for cyclists/pedestrians (cross-reference with Actions 5.5.1 and 3.9).	Corporate Head of Planning, Economy & Built Environment		ST	VH	U	
5.3	Following its adoption in October 2022, implement the Council's sustainable planting policy to enhance the borough's natural environment.			Corporate Head of Environmental Services	B	O	TBC	U	+ 🌱 ⚙️
		5.3.1	Continue work to trial areas for naturalisation and to maximise use of perennial native and drought-tolerant species.	Corporate Head of Environmental Services		O	NQ	U	
		5.3.2	Continue to plant new hedges and trees using the Local Authority Treescapes Fund and other available funding.	Corporate Head of Environmental Services		O	NQ	U	
		5.3.3	Encourage and support local community engagement including residents' groups and local businesses who wish to	Corporate Head of Environmental Services		O	L	U	





Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			participate in community planting initiatives, applying sustainable planting principles.						
		5.3.4	Undertake analysis of current meadow sites across the borough, relating to management, maintenance and current condition, to gain an understanding of possible future requirements to improve / enhance these sites.	Corporate Head of Community Services		O	L	U	
5.4	Identify and bid for relevant government grants for environmental improvement projects.			Corporate Head of Environmental Services	B	O	L	U	
		5.4.1	Prepare and submit bid for Local Authority Treescapes Fund to restore tree cover in non-woodland areas, either individually or in partnership with SCC.	Corporate Head of Environmental Services		O	NQ	U	
Stakeholder & Partner Engagement									
5.5	Continue to coordinate with the Environment Agency, SCC and other local authorities on the River Thames Scheme, to deliver multiple benefits including flood alleviation, biodiversity net gains, carbon sequestration, and active travel infrastructure improvements; as well as other flood mitigation initiatives			Head of External Projects.	B	ST, O	VH	E	
		5.5.1	Identify opportunities to improve access to green open spaces and for sustainable green travel corridors (see Actions 3.9 and 5.3.5).	Head of External Projects.		ST, O	NQ	E	




Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		5.5.2	Explore options to deliver Suitable Alternative Natural Greenspace as part of the RTS.	Head of External Projects.		ST, O	NQ	E	
5.6	Deliver Phase Two of Innovate UK's Net Zero Living project and work with partners to develop next steps.			Head of External Projects	B tbc	ST – MT	NQ	U	+  £ 
5.7	Work with partners such as Surrey Food Partnership, local community groups and not-for-profit organisations to encourage local food production (e.g. via allotments and community farms) and explore other initiatives which promote the benefits of healthy, sustainable diets including plant-based diets.			Corporate Heads of Community Services, Environmental Services & Climate Change Function	B	ST / O	L	U	+  £ 
		5.7.1	Work with local communities to identify available land that can be used for local food production.	Corporate Heads of Community Services, Environmental Services & Climate Change Function		ST / O	L	U	
		5.7.2	Assess demand for additional allotment sites and explore options to increase allotment/community growing capacity if required.	Corporate Heads of Community Services, Environmental Services & Climate Change Function		ST / O	NQ	U	
		5.7.3	Consider supporting Incredible Edible's Right to Grow campaign which identifies	Corporate Heads of		ST / O	NQ	U	


Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			public land suitable for community food growing.	Community Services, Environmental Services & Climate Change Function					
		5.7.4	Share information and advice with local residents, businesses, schools and other organisations to raise awareness and understanding about plant-based food systems and diets. Explore the use of relevant campaign materials such as Peas Please . (Cross-reference with action 8.2)	Corporate Heads of Community Services, Environmental Services & Climate Change Function		ST / O	L	U	
		5.7.5	Support the development and delivery of actions in Surrey Food Partnership's emerging Food Strategy where they achieve climate change benefits.	Corporate Heads of Community Services, Environmental Services & Climate Change Function		ST / O	NQ	U	
5.8	As a member of the Greener Futures Partnership Steering Group, review Surrey County Council's Climate Change Adaptation and Resilience Strategy and identify how Runnymede Borough Council can contribute to its delivery.			Climate Change Function	B	ST	NQ	U	

Green Economy Actions


Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Delivering Sustainable Development									
6.1	Review and strengthen planning policies through the Local Plan Review, to ensure requirements help achieve a green, net-zero economy.			Corporate Head of Planning, Economy & Built Environment	B	ST – MT	H	U	
		6.1.1	Consider scope to introduce policies which support greater digital connectivity, but which address adverse impacts such as carbon-intensive data centre development.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
		6.1.2	Review policies which seek to deliver highly sustainable non-residential development such as offices and retail floorspace.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
6.2	Work with partners to support the construction sector move to a circular economy and reduce emissions through sustainable practices.			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	
		6.2.1	Share information and advice with local SME house builders on best practice in sustainable construction and identifying opportunities available to upskill the labour force (in green skills).	Corporate Head of Planning, Economy & Built Environment		O	L	U	
		6.2.2	Work with Building Control team to raise awareness of planning policy standards on sustainable design and construction, and how these relate to Building Regulations.	Corporate Head of Planning, Economy & Built Environment		O	L	U	



Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Strategy, Policy and Operational Activities									
6.3	Through the newly established Runnymede Business Growth and Innovation Service, provide advice, coaching and mentoring to help businesses become more sustainable, and help businesses which work in the green sector to grow.			Corporate Head of Planning, Economy & Built Environment	B	ST	M	U	£
Stakeholder & Partner Engagement									
6.4	Cross-reference with Action 3.9 under Active Travel & Sustainable Transport theme – work with partners such as SCC to improve the borough's sustainable and active transport infrastructure to facilitate green growth.			Corporate Head of Planning, Economy & Built Environment	B	O	VH	U	+ £   
6.5	Work with partners such as the Chambers of Commerce and Business Runnymede to encourage behaviour change across small-medium sized enterprises (SMEs), including through appropriate communications (cross-reference with Action 8.2).			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	£ 
		6.5.1	Signpost and support SMEs access funds, tools and expertise for reducing carbon emissions, including related legal and tax advice.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
		6.5.2	Support businesses to reduce their emissions from travel e.g. by replacing fossil fuel vehicles with e-vans or e-Cargo bikes (cross-reference with Action 3.3).	Corporate Head of Planning, Economy & Built Environment		O	L	U	



Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		6.5.3	Identify, promote and potentially deliver training and employability support programmes, which will focus on green skills.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
		6.5.4	Support local businesses to diversify and localise the supply chain to reduce carbon emissions in operations.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
		6.5.5	Work with local companies and organisations to identify and share best practice in key sectors such as waste management, energy efficiency, EV investment, and innovation in green economy, highlighting the co-benefits of taking action.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
6.6	With partners, plan and deliver Business Runnymede and other networking events which showcase best practice and share information about addressing barriers to taking action.			Corporate Head of Planning, Economy & Built Environment	B	ST / O	L	U	£ 
6.7	Encourage large employees to install EV charging facilities for staff (cross-reference with Action 3.3).			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	
		6.7.1	Promote and provide assistance with accessing grants, such as Workplace Charging Grant from the Office for Zero Emission Vehicles, to improve charging infrastructure at the workplace.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
6.8	Encourage and assist local businesses and landlords to improve the energy performance of their premises.			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	£ 




Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		6.8.1	Promote and provide assistance with accessing local grants available from central government or from other initiatives (cross-reference with Actions 1.10 and 1.11).	Corporate Head of Planning, Economy & Built Environment		O	L	U	
		6.8.2	Encourage the development of central government initiatives to support SMEs to retrofit their premises.	Corporate Head of Planning, Economy & Built Environment		O	L	U	
6.9	Engage with Surrey County Council, local businesses and other relevant bodies to support climate change innovation and action.			Corporate Head of Planning, Economy & Built Environment	B	O	L	U	£ 
		6.9.1	Share information and provide assistance to local businesses and industry to raise awareness of the benefits of adoption of 5G and digital solutions to help reduce overall energy consumption across the local economy.	Corporate Head of Planning, Economy & Built Environment		O	L	U	


Sustainable Council – Additional Actions



Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Climate Change Governance, Project Coordination and Monitoring									
7.1	Monitor progress with Climate Change Action Plan delivery and its ongoing development, reporting to new member Climate Change Working Party.			Climate Change Function	1, 2, 3, B	O	L	L	
		7.1.1	Adopt and monitor relevant carbon reduction/adaptation priority actions as part of annual Service Area Plans.	Climate Change Function		O	L	L	
		7.1.2	Measure, demonstrate and report progress towards 2030 net zero target against Runnymede Standard Carbon Baseline at agreed intervals.	Climate Change Function		O	L	L	
		7.1.3	Improve and streamline the Council's carbon emissions and energy monitoring, measuring and reporting methodologies, in accordance with recommendations made in the Climate Change Study (which may include ongoing officer training).	Climate Change Function		O	L	L	
		7.1.4	Explore benefits of appointing Climate Change & Nature Champions across the Council (Councillors and employees) to help drive delivery of climate change actions throughout members' communities.	Climate Change Function		ST	L	L	
		7.1.5	Work to cost and carbon impact model the actions set out in this Action Plan (and other actions as they are developed).	Climate Change Function		ST	L/M	L	




Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
7.2	Seek funding opportunities which support emissions reductions from Council operations and across Runnymede and support the delivery of actions within the Climate Change Action Plan.			Climate Change Function & Chief Executive's Office	1, 2, 3, B	O	L	U	 £
		7.2.1	Share relevant project information with the Bid Writer and Grants Officer to investigate potential funding streams.	Climate Change Function & Chief Executive's Office		O	L	U	
		7.2.2	Develop list of available and planned funding for climate change projects and list the criteria for a successful bid.	Climate Change Function & Chief Executive's Office		O	L	U	
		7.2.3	Explore opportunities for securing joint funding opportunities with SCC / other boroughs / wider partners.	Climate Change Function & Chief Executive's Office		O	L	U	
7.3	Continue to identify climate change training needs for staff, Councillors and other stakeholders to improve understanding of impact of decisions on carbon emissions.			Climate Change Function (working with Democratic Services & HR)	1, 2, 3, B	O	L	L	
		7.3.1	Continue to offer Carbon Literacy Training to newly elected Councillors and new senior officers of the Council subject to the availability of further funding.	Climate Change Function & Corporate Head of HR & Organisational Development		O	L	U	
		7.3.2	Discuss training needs of all staff across the organisation and devise a wider programme to roll out relevant climate change training as appropriate.	Climate Change Function & Corporate Head of HR & Organisational Development		ST	L	U	

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		7.3.3	Ensure carbon emissions considerations are incorporated into Project Management training modules, and other training courses as appropriate.	Climate Change Function & Head of Business Planning, Projects & Performance		ST	L	U	
Strategy, Policy & Operational Activities									
7.4	Through the newly adopted Procurement Strategy and Policies, ensure the local authority supply chain is minimising carbon emissions.			Head of Business Planning, Projects & Performance	3	O	L	U	£ 
		7.4.1	Continue to monitor implementation of Sustainable Procurement Policy to determine if environmental factors are being successfully considered as part of any tender exercise as appropriate.	Head of Business Planning, Projects & Performance		O	L	U	
		7.4.2	Run briefing sessions for staff on the new Procurement Strategy 2023-2026 and its supporting policies as required.	Head of Business Planning, Projects & Performance		ST / O	L	U	
		7.4.3	Provide support to all departments when they look to secure works, services and goods to ensure relevant environmental criteria are being assessed effectively as part of tender evaluation.	Head of Business Planning, Projects & Performance		O	L	U	
7.5	Support, monitor and revise as appropriate project management procedures which seek to minimise carbon emissions.			Head of Business Planning, Projects & Performance	1, 2, 3	ST	L	U	
		7.5.1	Continue to develop project and activity reporting to provide overview of progress of climate change activity as part of overall performance of the Council at agreed intervals.	Head of Business Planning, Projects & Performance		ST	L	U	

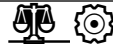


Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
7.6	Explore RBC controlled waste streams to identify opportunities for further waste reduction by applying the waste hierarchy.			Climate Change Function	tbc	ST	L	U	£ 
		7.6.1	Explore options to separate and recycle waste more effectively.	Climate Change Function		ST	L	U	
		7.6.2	Identify where further training is necessary to upskill Council staff and Councillors on circular economy principles and measures, and how these can be applied in the Council's operations across appropriate service areas (cross-reference with Action 7.3).	Climate Change Function		ST	L	U	
7.7	Review waste associated with Meals on Wheels and Day Centres meal services, and sustainability of meals served.			Corporate Head of Community Services	tbc	ST	L	U	£ 
		7.7.1	Consider the sourcing and ingredients of meals and challenge providers to meet environmental objectives.	Corporate Head of Community Services		ST	NQ	U	
7.8	Reduce the Council's paper waste by offering papers and notifications electronically.				1, 2, 3	ST – MT	NQ	U	£ 
		7.8.1	Through a rolling digital transformation programme, enable increased access to online services to reduce printing.	Corporate Head of Customer, Digital and Collection Services		O	NQ	U	
		7.8.2	Explore further efficiencies to reduce the need to print and post multiple notifications for residents through the hybrid mail project.	Corporate Head of Customer, Digital and Collection Services		ST	NQ	U	
		7.8.3	Feasibility study into the implementation of a new financial management system to reduce the need to produce paper	Corporate Head of Finance		ST	Tbc	U	


Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			documentation (in Capital Programme for replacement by April 2026).						
		7.8.4	Resolve any concerns on the part of Councillors regarding use of the Mod Gov and pure electronic systems to encourage paperless systems to be used where appropriate.	Corporate Head of Law & Governance		O	L	U	
		7.8.5	Identify and resolve any barriers to use of OneAccount where customers can access online services and switch to paperless billing and notifications.	Corporate Head of Customer, Digital and Collection Services		O	L	U	
		7.8.6	Make enhancements to the Council's OneAccount to make more services available to Council tenants online.	Corporate Head of Customer, Digital and Collection Services					
		7.8.7	Upgrade pay and display parking machines in the Council's car parks to transition to ANPR technology and contactless systems, to move away from printed tickets. Explore use of renewable technologies to power the new machinery, where financially feasible to do so.	Corporate Head of Customer, Digital and Collection Services		ST – MT	NQ	U	
		7.8.8	Identify and resolve accessibility issues through Equality Impact Assessment.	Corporate Head of Customer, Digital and Collection Services		ST – MT	L	U	
7.9	Review the success of the IT disposal contract on an annual basis, assessing degree to which IT hardware has been reused and recycled and making improvements as required.			Corporate Head of Customer, Digital and Collection Services	3	O	NQ	U	£ 

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
7.10	Improve the Council's waste and recycling software to optimise efficiency of waste collection rounds.			Corporate Head of Customer, Digital and Collection Services	1, 2	ST	NQ	U	£ 
7.11	Develop and deliver a combined service area Sustainable Fleet Strategy, including feasibility of introducing Hydrotreated Vegetable Oil (HVO), use of EVs and associated infrastructure (cross-reference with Action 3.3).			Corporate Heads of Community Services; Environmental Services; Assets & Regeneration/ Digital Services/ Housing	1	ST	NQ	U	£ 
		7.11.1	Transition fleet and ground maintenance equipment at the Chertsey Depot onto HVO, where feasible. At the end of their life, explore replacing vehicles with greener alternatives.	Corporate Head of Environmental Services		O	NQ	U	
7.12	Develop an Active Travel Plan/Strategy to facilitate staff adopting active travel and sustainable transport options to commute to work.			Corporate Head of HR & Organisational Development	3	ST	NQ	U	
		7.12.1	Establish a cross-service area Green HR Officer Working Party to develop the strategy.	Corporate Head of HR & Organisational Development		ST	NQ	U	
		7.12.2	Use results of the Climate Change Study staff travel survey to understand barriers towards a shift to more sustainable modes of transport.	Corporate Head of HR & Organisational Development		ST	NQ	U	
		7.12.3	Implement electric vehicle technology within RBC for employees in line with the Council's emerging EV Strategy (cross-reference with Action 3.3).	Corporate Head of HR & Organisational Development		ST – MT	NQ	U	

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
		7.12.4	Prepare a Green Travel Policy aimed at employees.	Corporate Head of HR & Organisational Development		ST	NQ	U	
		7.12.5	Set up a season ticket loan scheme for those who commute to work by train.	Corporate Head of HR & Organisational Development		ST	NQ	U	
Partner & Stakeholder Engagement									
7.13	Continue to engage with SCC and other Surrey authorities on joint carbon reduction opportunities.			Climate Change Function	1, 2, 3, B	O	L	U	
		7.13.1	Continue to support delivery of SCC Greener Futures Climate Change Delivery Plan.	Climate Change Function		O	L	U	
		7.13.2	Regularly attend Greener Futures Partnership Steering Group meetings.	Climate Change Function		O	L	U	
7.14	Work with partners to put the case forward to central government, trade sectors, and other relevant bodies to gain the resources and powers necessary to meet local and national net zero targets.			Climate Change Function and other Service Areas as appropriate	1, 2, 3, B	O	L	E	
7.15	Review the criteria in the Council's Community Grants programme to ensure that they can be awarded towards climate change initiatives/groups.			Head of Community Services	B	ST	L	L	

Supporting our Communities Actions

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
Stakeholder & Partner Engagement									
8.1	Work with the Runnymede Citizen's Panel (once it is set up) to engage with residents about climate change issues and seek feedback on the Council's initiatives.			Climate Change Function and Head of Public Relations & Marketing	1, 2, 3, B	ST, OST	L	L	
8.2	Work with our partners and communities to encourage positive behavioural changes, supported by annual communications plans, which coordinates priorities and campaigns.			Climate Change Function and Head of Public Relations & Marketing	B	ST, O	NQ	U	
		8.2.1	Undertake borough-wide communications campaigns to strongly promote and support local, county-wide, regional and national schemes that help communities overcome barriers to change as appropriate.	Climate Change Function and Head of Public Relations & Marketing		ST, O	NQ	U	
		8.2.2	Participate in external events throughout the year such as the Great Big Green Week.	Climate Change Function.		O	L	U	
		8.2.3	Explore opportunities to support partners to deliver carbon literacy training to a wider audience.	Climate Change Function.		O	L	U	
8.3	Identify and provide assistance in accessing funding opportunities and schemes which support community-led climate change projects.			Climate Change Function and Head of Public Relations & Marketing	B	ST, O	L	U	
		8.3.1	Work with SCC to promote solar panel installations on domestic properties and	Climate Change Function and		ST, O	L	U	

Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
			SMEs through the Solar Together programme or similar replacement initiatives.	Head of Public Relations & Marketing					
		8.3.2	Run campaigns to ensure that households are signposted to opportunities available for funding sources and promoting good behaviour practices to achieve an efficient home with low running costs.	Climate Change Function and Head of Public Relations & Marketing		ST, O	L	U	
8.4	Consider how the Council can provide support in establishing community-led 'climate change hubs', in partnership with local community groups.			Climate Change Function	B	ST	NQ	U	

Completed Actions (since Consultation Version was published in 2023)

Financial year action completed	Action ID	Action	Sub-Action ID	Sub Actions	Action Lead Owner(s)	GHG Scope	Timescales	Indicative Costs	Carbon Impact	Co-benefits
2023/24			1.2.1	Work with the appointed consultants to finalise the Climate Change Study which underpins the Local Plan Review. Consider its recommendations for strengthening existing or introducing new planning policies in order to better meet net zero carbon emission targets and to adapt to climate change.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
2023/24			5.2.1	Audit of existing GBI assets to understand deficiencies in the network and opportunities for strengthening provision and connectivity.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
2023/24			5.2.2	Early engagement with stakeholders to identify potential projects followed by public consultation on the draft GBI strategy in late 2023.	Corporate Head of Planning, Economy & Built Environment		ST	L	U	
2023/24			5.3.4	Explore advantages and disadvantages of introducing 'No Mow May' and whether suitable areas exist within Council control.	Corporate Head of Environmental Services		O	L	U	

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RUNNYMEDE BOROUGH COUNCIL

RUNNYMEDE CLIMATE CHANGE ACTION PLAN

PUBLIC CONSULTATION STATEMENT

January 2024

Overview

- 1.1 The Climate Change Action Plan (CCAP) public consultation took place from Friday 1st December to Sunday 14th January 2024 – a period of around 6.5 weeks to account for the Christmas period. The CCAP was approved for public consultation by the Corporate Management Committee on 23 November 2023 – Minutes are available on the Council's website¹.
- 1.2 Dedicated CCAP public consultation webpages were created on the Climate Change section of the Council's website, describing the CCAP consultation documents, how to submit comments, the consultation event, and next steps. Hard copies of the consultation documents were made available for inspection at the Civic Centre offices, and at all libraries in the Borough. Responses were invited via a response form, or via email to the Climate Change team inbox. Written comments were also invited for those unable to submit comments electronically.
- 1.3 The CCAP consultation was promoted on the Council's social media channels including Facebook, LinkedIn and X (Twitter). The consultation was identified as a news item on the main Council website, and on the Climate Change news banner. Notifications were sent via email to 460 individuals and organisations on the climate change database; via residents' e-news (approximately 1,500 individuals); via the Business Runnymede newsletter; and via email to approximately 120 organisations including Residents' Associations, Neighbourhood Forums, local voluntary groups, the County Council and other statutory bodies and authorities. As a non-statutory plan, there was no statutory list of bodies and organisations that the Council was required to consult in its preparation. Despite this, all those mentioned in this paragraph have been included in this exercise.
- 1.4 The consultation was publicised on the Borough's noticeboards, and Council officers and members were encouraged to spread the word at any relevant community events. A consultation webinar took place on Thursday 4 January 2024 to explain the consultation documents in more detail. Reminders went out in the first week of January.
- 1.5 18 responses were received in total. 10 from individuals, 4 from local community groups, and 4 from statutory organisations. A summary of these and how they were taken into account can be found in Appendix A. One representation from Natural England arrived after the deadline, but they had no specific comments to make other than welcoming the inclusion of actions to deliver sustainable development in line with the Council's Local Plan.

Summary of Responses and Changes made to the Action Plan

- 2.1 A few key issues emerged from the public consultation as follows:
 - **Encouragement for the Council to support climate-related initiatives and local community action:** there was encouragement for the Council to support initiatives such as Incredible Edible and safer cycle training (including

¹ Runnymede Borough Council Corporate Management Committee Minutes, Thursday 23 November 2023, available at: <https://democracy.runnymede.gov.uk/documents/g950/Printed%20minutes%2023rd-Nov-2023%2019.30%20Corporate%20Management%20Committee.pdf?T=1>

for over 60s), as well as helping people and communities to own the broader sustainability agenda (bottom-up action). The importance of supporting behaviour change around waste reduction (ahead of recycling and reuse as per the waste hierarchy) and embracing circular economy principles was also emphasised, with various local initiatives identified that the Council could support.

- **Active travel and transport infrastructure improvements to improve air quality and reduce emissions:** there was strong support for actions which seek to improve local transport infrastructure, including active travel infrastructure such as extra bike racks at community centres, blue-green travel corridors and green spaces. Measures to address congestion and poor air quality should be given greater attention in the CCAP. Improving access to Heathrow and motorways (M25 and M3) needs careful consideration to reduce congestion at peak times, and thus make roads more attractive to active travel users and reduce emissions. Support for collaborative work with partners and stakeholders to deliver Active & Sustainable Travel actions, and encouragement to draw from Surrey County Council guidance and Local Transport Plan 4 in formulating revised Local Plan policies.
- **Flood risk management and the River Thames Scheme:** the response to flood risk should be given greater priority in the CCAP as this is a key concern for local communities. It was also emphasised that the River Thames Scheme poses a significant opportunity, not only for climate adaptation but also for local recreation.
- **Greater levels of ambition needed to achieve sustainable, net zero development and retrofitting of existing buildings:** support for actions to improve the energy performance of existing and new buildings, including Council-owned buildings, but stronger standards should be introduced and implemented more quickly.
- **Tree planting:** support for actions which result in tree planting, with emphasis on varieties to include fruit trees in community orchards to promote healthy eating, address food poverty, and reduce plastic waste. Funding should be identified to replace dead/dying trees in areas of the Borough, or those which have been removed due to new development. Once planted, maintenance of planting is paramount.
- **Lacks clarity on prioritisation of actions:** queries around how actions will be prioritised and how delivery will be monitored. Respondents generally recognised the financial and resource challenges that local authorities face and questioned whether the Council should focus on doing fewer actions well.
- **Introduce actions to encourage plant-based eating:** meat and dairy consumption was identified as a key source of emissions – the Action Plan should contain actions which limit meat-eating behaviour and increase plant-based eating behaviour.
- **Reinforcing support for bottom-up action with local communities, and collaboration with Surrey County Council and national statutory bodies to deliver actions:** reinforced the need for collaborative work to support the delivery of Surrey's Climate Change Adaptation and Resilience Strategy, and to support implementation of Historic England guidance on achieving a balance between climate change benefits and avoiding harm to the significance of heritage assets and settings.

- 2.2 Overall, respondents indicated that the development of a CCAP was a positive step towards achieving net zero objectives, and there was a collective emphasis on keeping up the momentum.
- 2.3 Several modifications have been made to the CCAP in response to issues raised, as described in Appendix A. Several of the points raised will be addressed by a variety of other means, such as through prioritisation of actions when annual Service Area Plans are prepared; and through emerging strategies as actions are implemented, for example, through preparation of the behaviour communications plan and revised Local Plan.
- 2.4 In addition, the revised version of the CCAP includes a number of modifications that have been made to the document drawing upon further feedback from senior officers at the Council now that the 2024/25 Service Area Plans have progressed and/or further information has become available. These include:
- Delivery and Monitoring section – revisions to the way priority actions will be identified and delivered i.e. through the Service Area Planning cycle (action 7.1.1 also amended to reflect this).
 - Removal of actions that are now complete – these have been summarised in an additional table at the end of the CCAP.
 - Action 1.1.1 – refresher training will be provided to existing Development Management officers as well as new officers.
 - Action 1.4.2 – amended to indicate that an EPC A rating for new council-led housing remains the ambition, but this will be subject to further assessment of viability and feasibility at the detailed design stage in recognition that relying on EPC ratings alone can have its limitations and offers an incomplete picture of a building's wider environmental impact.
 - Action 3.3 – minor amendments to reflect the fact that the EV Strategy has now been adopted, and action will focus on its implementation.
 - Action 5.3.4 – new action added to undertake an analysis of the management, maintenance and condition of the Borough's current meadow sites to understand possible future requirements and improve/enhance these sites.
 - Action 5.6 – action amended to reflect outcome of funding bid and that next steps are to be further developed.

Next Steps

- 3.1 The revised version of the CCAP was considered at the Climate Change Working Party meeting on Wednesday 24 January 2024. Following steer from the Working Party, on 22nd February 2024, Corporate Management Committee will be asked to recommend to Full Council that the Action Plan is adopted by the Council. The meeting of Full Council will take place on Thursday 29 February 2024, ahead of the 2024/25 financial year commencing.
- 3.2 The CCAP is a cross-service document that sets out shared responsibilities, with specific actions being owned by the relevant service area leads and implementation supported by other relevant service areas where necessary. The various actions identified in the CCAP therefore all have their own timescales for delivery. As described in the CCAP, detailed monitoring and climate change update reports will be prepared by officers of the Climate Change team and reported to the Corporate Management Committee at regular intervals.

Appendix A - Summary of Representations for the draft Runnymede Climate Change Action Plan Public Consultation and the Council's Response

Name	Summary of Response	Comment	Amend CCAP?
Private individual	<p>Runnymede Borough Council (RBC) should develop a Circular Economy Strategy and Roadmap similar to Brighton & Hove, with benchmark targets and dates. A Circular Economy Statement as mentioned in the CCAP can be a first step, but a roadmap needs to follow. This should be developed in conjunction with Royal Holloway University of London (RHUL) – suggests there is more they could do to minimise resource use and wastage. Can also offer academic research and expertise.</p> <p>Supports the action to develop the quality of school transport plans. Only a minority of Surrey schools have one. Around a quarter of peak time traffic in Surrey is generated by school runs. Many school transport plans lack ongoing support and need updating.</p>	<p>Action 4.2 will see the implementation of the Surrey Environmental Partnership (SEP) 2025 delivery plan, a priority of which is to support the principles of a circular economy. The SEP, which includes RBC, will apply the delivery plan and seek to maximise opportunities to keep products in use for as long as possible through sharing, reuse, repair and refurbishment. This is an area the SEP will provide focus and priority to by developing a reuse strategy for Surrey. In the meantime, comments about the development of a borough-specific Circular Economy Strategy are noted and will be given further consideration for future iterations of the CCAP.</p> <p>Action 4.6 seeks to collaborate with partners to facilitate behaviour change in Runnymede to adopt more sustainable and resilient waste practices – this could include both local community groups, schools, colleges and the RHUL. A key objective of the Council's Economic Development Strategy is to develop the low carbon circular economy in Runnymede, which will involve collaboration with a range of stakeholders, including local businesses and RHUL. RHUL is a member of RBC's Business Runnymede Steering Group.</p> <p>Action 3.9.2 seeks to work with local schools to improve the quality of School Travel Plans. Comments will be taken into account in the implementation of this action, particularly</p>	No.

		around the longer-term effectiveness, monitoring and revision of Travel Plans.	
Private individual	<p>Is aware that funding for local authorities is challenging but the CCAP should be more ambitious and be amended to address some key challenges, particularly level of exhaust emissions in the area. Runnymede's bottlenecks cause traffic gridlock at peak times, leading to poor air quality, which needs greater attention in the CCAP. RBC should consider small but incremental interventions at each bottleneck – minor changes to road layouts, traffic light changes, prioritising active travel, level crossing changes. Lobby Network Rail to change their signalling system e.g. in Addlestone. Surprised at no mention of motorways - the CCAP should include actions referring to improving the motorway network and junctions, as this infrastructure must have a big impact on emissions.</p> <p>Does not support the concept of a Heathrow rail link – a coach service would be a better option, particularly if using greener fuels. This would offer regular journeys, low carbon, affordability and a lot more flexibility than fixed rail. RBC should take independent advice on this.</p> <p>Once the River Thames Scheme is delivered, local people must have access to it and use it for leisure purposes. It should become a resource all can enjoy e.g. watersports (not powered boats), walking, birdwatching, fishing etc.</p>	<p>RBC are very much aware of the prevalence of car use in the Borough and subsequent impact on air quality, increased congestion and pressure on the road network and public transport systems. The Council's Economic Development Strategy identifies this as a potential threat to sustainable economic growth. The Strategy recognises that to encourage a greater modal shift to sustainable transport options, significant improvements to the rail, bus and cycle facilities and services will be required, in addition to ongoing road improvement works. There are several actions in the CCAP which seek to improve outcomes through new development; and to work with Surrey County Council (SCC) and other stakeholders including Network Rail and National Highways to identify and deliver improvements, and critically, to identify the necessary funding streams. We continue to work with Network Rail to explore opportunities to improve signalling and rail capacity. National Highways have responded to the consultation (see below), welcoming a focus on collaborative work and ongoing discussion, and signposting their support for policies which may off-set strategic car journeys that could otherwise travel on the strategic road network. Minor amendments can be made to the CCAP to improve clarity on these points.</p> <p>RBC is a member of the Heathrow Strategic Planning Group, working with partners to improve surface access to Heathrow (as per action 3.8.2). Comments are noted about the preference for coach over rail services, and</p>	<p>Yes – amend action 3.6.9 to specifically identify signalling improvements as an issue to continue to explore with Network Rail and SCC.</p> <p>Amend action 3.7 to make it clear that RBC will continue to work collaboratively with bodies including National Highways to lobby for investment in strategic road network schemes to ease congestion in the Borough to facilitate safe active travel and sustainable transport connectivity.</p>

		<p>this will continue to be explored in delivering and updating the transport strategy for Heathrow, which includes objectives to improve bus/coach permeability into the airport from all directions (especially the south) and to strengthen coach infrastructure.</p> <p>Comments about the River Thames Scheme are noted. Many co-benefits will be achieved alongside flood relief, including leisure opportunities. RBC contributes to all consultation activities to identify local priorities, and this will continue as per action 5.5.</p>	
Private individual	<p>A good start, but lacks prioritisation of actions. Sustainability should be embedded into procurement and culture of the Council to support climate change objectives and ensure delivery. See Sustainable procurement – delivering local economic, social and environmental priorities Local Government Association for more information. Transparency of supply chains is mentioned, but in practice is difficult to achieve. RBC should be aware of abuses and exploitation in this area. Consider running the East of England LGA diagnostic which may give RBC more clarity: https://www.eelga.gov.uk/responsible-procurement-diagnostic/.</p> <p>Think bottom-up, not top-down – help people / communities own the broader sustainability agenda.</p> <p>Understand RBC's sphere of influence – concentrate on doing a few things well.</p>	<p>Actions will be prioritised annually through the preparation of Service Area Plans (SAPs). As part of the annual SAP cycle, officers will work with elected members and service areas to determine priority actions. Where possible, officers will continue to work post-adoption of this CCAP to identify costs and carbon savings associated with the actions to help with prioritisation of actions. A new action has been added to this effect.</p> <p>RBC is aware that embedding sustainability into procurement can support the wider climate change objectives of the Council and achieve many sustainability benefits. Action 7.4 and its sub-actions focus on the implementation of the Council's new Sustainable Procurement Policy, and monitoring its effectiveness. The LGA's Sustainable Procurement toolkit has been used in the preparing this policy. Staff will be trained on the implementation of the policy, and in addition, senior RBC officers will be offered carbon literacy training (action 7.3.1) – this will help staff understand potential for</p>	<p>Yes. New sub-action 7.1.5 added to work towards cost and carbon impact modelling the actions set out in the Action Plan (and others as they are developed).</p>

		<p>exploitation and abuse of the policy by suppliers.</p> <p>RBC agrees that there is huge potential to work with local communities on bottom-up initiatives, many of which are already being implemented and which RBC seeks to support. There are several actions in the CCAP which promote partnership working with local communities to influence wider behaviour change across the Borough.</p>	
Private individual	Not detailed / specific / tangible enough. A number of actions need to be identified by the Council and possibly added to if any contributors have anything further to add, or any original ideas.	Comments noted. Officers have drafted the CCAP with input from colleagues across all service areas, and many other contributors, to identify actions and ensure they are specific, realistic and deliverable. The introductory chapters of the CCAP set out how these actions will be monitored and reported on.	No.
Private individual	A good plan in principle but lacks effective action. For example, removed trees are not being replaced by adequate replacement specimens due to a lack of funding. If large, older trees are removed, they should be replaced with large, prosperous, area-appropriate ones, rather than just saplings. Dead and dying trees in the area also won't be replaced. Trees are also being removed to make way for new development and if replaced, they are not well established or properly maintained by RBC or developers. New trees should be planted where they are needed, such as Chertsey.	<p>To reinforce existing Local Plan policies which seek to protect valuable trees, the Government is introducing 'Biodiversity Net Gain' requirements which makes sure new development has a measurably positive impact ('net gain') on biodiversity, compared to what was there before. This is expected to lead to a measurable enhancement of biodiversity on-site and a concerted effort to avoid loss of biodiversity habitat, such as trees, when developing a site. Action 5.1 of the CCAP seeks to review and strengthen Local Plan policies which enhance green infrastructure and bring about net gains in biodiversity, but these new, national BNG requirements will apply to new development proposals before the adoption of a revised Local Plan.</p> <p>In addition, action 5.3 will see the implementation of RBC's sustainable planting</p>	No.

		<p>policy, an element of which is to spend existing Treescapes funding and identify new sources of funding to continue to plant trees and hedges in areas of the Borough that need improved coverage. The Climate Change Strategy and CCAP recognises that trees have a valuable role to play in carbon sequestration and RBC will pursue opportunities to increase tree cover in the Borough – this is reflected in various actions in the CCAP, particularly under the Natural Environment & Biodiversity Actions theme.</p>	
Private individual	<p>Actions should be included which promote plant-based eating over meat and dairy consumption, which cause up to 30% of the world's carbon emissions (including transport of food). Changing what people eat is much cheaper for RBC to impact, has health benefits, and has large impacts to help the environment. Work with schools, the local hospital, and Council-operated buildings to limit meat options and increase plant options.</p>	<p>RBC is aware of the behavioural changes required in order to reduce emissions generated by meat and dairy production, and has included action 8.2 to work with partners and communities to encourage behavioural change, supported by annual communication plans. There is scope for communications campaigns to promote the benefits of plant-based consumption and signpost relevant schemes (action 8.2.1). Action 7.7.1 will see RBC consider the sourcing and ingredients of Meals on Wheels and day centre meal services, and challenge providers to meet environmental objectives.</p> <p>However, in addition to this, the CCAP can be revised to include new sub-actions under action 5.7 to raise awareness of relevant campaigns and support the delivery of Healthy Surrey's emerging Food Strategy, which will contain actions to respond to food-related emissions.</p>	<p>Yes - amend action 5.7 to make it clear that RBC will work with partners such as the Surrey Food Partnership, community groups and not-for-profit organisations to develop an environmentally sustainable local food system.</p> <p>Add new sub-action 5.7.4 to raise awareness of relevant campaigns with residents, local businesses, and organisations about the benefits of healthy, plant-based diets.</p> <p>Add new sub-action 5.7.5 to support the</p>

			delivery of the Surrey Food Partnership's emerging Food Strategy, which recognises that food systems represent a significant source of total greenhouse gas emissions.
Private individual	Assist residents to improve their cycling skills, including over 60s. There is no safe space to practice. The Borough needs an area where people can practice cycling away from pedestrians and cars; and more cycling lanes so people can cycle to their destination without having to use roads. This can improve fitness and reduce emissions.	Comments are noted and will be considered further in the delivery of CCAP actions. The Active & Sustainable Travel theme includes several actions which seek to improve active travel infrastructure, including through the delivery of the Runnymede Local Cycling and Walking Infrastructure Plan which identifies specific routes for improvement. Actions will also see RBC working with SCC to implement the Local Street Improvements programme to improve pedestrian and cycling infrastructure, and to ensure the Bus Improvement Plan represents local priorities to encourage people out of cars, reduce traffic on the roads, and subsequently improve safety for cycling. Action 3.9.1 will see RBC promote cycle training for children, families and residents, which can extend to all those in need, including over 60s. The health and wellbeing benefits of this are recognised in the Council's Health and Wellbeing Strategy.	No.
Private individual	Although the CCAP says that estimates of carbon impacts and cost implications are provided where available, and that the Action Plan is informed by baseline data, 75% of the actions and 84% of the sub-actions are shown as having an unknown impact. How will RBC estimate what these unknown impacts might be in order to establish which of them offer the greatest value for money in terms of carbon reduction per pound spent? Currently, the only	At this stage, the carbon impact and cost implications of delivering the actions contained within the CCAP have not been fully quantified, and this is acknowledged in the introductory chapters. The majority of actions have not been progressed sufficiently to be able to quantify potential carbon savings and cost implications. However RBC does not	Yes. New sub-action 7.1.5 added to work towards cost and carbon impact modelling the actions set out in the CCAP (and others

	<p>action with a high or very high impact and low cost is the Energy Strategy for the Council's operational estate, and that is subject to budget.</p>	<p>want this to delay publication of its plan of action for tackling the climate emergency. Impact modelling is complex, costly, and can only ever result in best estimates based on the input assumptions. However, quantifying the carbon impacts and detailed financial costs of the actions can itself be made a key action of the CCAP. This work tends to go hand-in-hand with developing projects, and in supporting bids for external sources of funding – a necessary step in delivering many of the actions in the CCAP, particularly those which seek to decarbonise Council operations.</p> <p>In the meantime, RBC will continue to rely on its understanding of emissions sources in the Borough, the work of others including the Climate Change Committee, other local authorities and interested parties to develop an informed judgement of the type of actions that will have a major impact on RBC's ability to meet its targets of net zero and climate resilience. Many of these actions are obvious and so called 'least-regret' because there is no doubt that they will help and/or would result in more desirable co-benefit outcomes in relation to health and wellbeing, biodiversity, the local economy, society or education and skills of the population.</p>	<p>as they are developed).</p>
<p>Private individual</p>	<p>Questions whether the CCAP is ambitious enough. Other countries are much further ahead with e.g. energy insulation standards in homes and buildings; disposal and recycling of waste and construction materials, to name a few. The CCAP consultation period has coincided with Christmas and several other public consultations e.g. Virginia Water Neighbourhood plan and Whitehall Farm. More responses may have been received given sufficient time.</p>	<p>RBC recognises that there is much progress to be made. The CCAP contains realistic, deliverable actions given the financial and resource challenges that the Council, similar to many other local authorities, is facing. The consultation period was extended to 6.5 weeks to give people more time to respond – a longer time period would have meant that the CCAP may not have got adopted before the start of the new financial year. It is</p>	<p>No.</p>

	<p>Under Greener Homes & Buildings, RBC should insist that builders meet BREEAM standards and LEED targets depending on the type of development, rather than encourage. Local Plan Review policies need to be a lot more ambitious with costs allocated to builders. New homes should be carbon neutral without increasing the cost of homes.</p> <p>Retrofitting and improving energy efficiency and heating systems in existing Council housing stock will be important, but questions whether there is the budget to fund this. Paramount that new Council-owned homes have a high energy performance rating, use solar panels and underground energy sources to heat the properties, bringing them off the grid. No houses should be built on potential flood zones. Decarbonising the operational estate is also very important – do this as soon as possible.</p> <p>Under Energy Generation & Storage, how will Local Plan policies be revised to support new stand-alone renewable and low carbon energy development? Queries whether RBC has selected a solar panel company which provides residents with best value – who oversees this process? Community-led renewable energy projects have much potential, but there are few volunteers to deliver this action.</p> <p>Under Active & Sustainable Travel, support actions for new and redevelopment to support improvement and expansion of active travel and sustainable transport infrastructure. Climate change planning policies should be developed drawing on joined-up thinking by departments, and with greater emphasis on cycling/walking networks which do not appear to be a priority e.g. the cycle/walking path stops as you exit Longcross and enter Virginia Water. The planning application for 140 houses in South Virginia Water must therefore include land to allow the path to continue</p>	<p>important to adopt it ahead of the new financial year in order to drive project delivery.</p> <p>RBC can only introduce stronger homes and buildings standards for new development (such as BREEAM standards) through the plan-making process, once it has been demonstrated at an independent examination that such standards will not threaten the supply or affordability of homes. RBC will be exploring all policy options as part of the Local Plan Review process, and the CCAP therefore contains various actions to deliver sustainable development through the existing Runnymede 2030 Local Plan, and newly adopted Design Codes and planning guidance as an interim measure. These documents can only encourage developers to go beyond existing Local Plan standards, rather than insisting on this. The Climate Change Study has been published to support the Local Plan Review and identifies a number of policy options – this evidence will inform the development of RBC’s revised planning policies, alongside the findings of a viability assessment. The Study is available on the Local Plan Review website at: 2030 Local Plan Review Evidence Base documents – Runnymede Borough Council. The Study also identifies policy options to better support standalone renewable and low-carbon energy development.</p> <p>The availability and identification of funding for actions is explained in the introductory chapters of the CCAP. RBC will proactively identify and bid for relevant sources of funding to aid delivery. Actions in the CCAP set out the standards which RBC will seek to achieve for new Council-owned housing – energy</p>	
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	<p>towards Virginia Water. We need to be more ambitious with our partnership working with SCC – questions who is involved in the Joint Infrastructure Group. The draft Virginia Water Neighbourhood Plan would like to see more safe cycling / walking routes. In discussions with TfSE we need to emphasise the need for better bus infrastructure and consult residents on the routes they would like to see e.g. linked to schools / train stations.</p> <p>Action plans to mitigate air pollution contain targets which are currently totally inadequate. This is causing huge concern for residents of Virginia Water. Most of the postcodes fall outside the acceptable limit for air pollution.</p> <p>Under Reducing Borough-wide Waste, wording should be strengthened e.g. from ‘recommend’ to ‘adhere’. Any waste and resources strategy should ensure all residents have food bins for recycling by 2025. Waste recycling facilities should be improved in social housing, especially in flats. Improve re-use infrastructure and provide spaces for re-use of clothes (Talking Tree café in Staines is an example). Look for opportunities to use empty high street premises to create community and ‘circular economy’ projects / create a recycling, repair and reuse culture amongst residents.</p> <p>Under Natural Environment & Biodiversity, joined up thinking is needed between RBC and SCC departments such as those in charge of climate change and biodiversity and those in planning. Planning applications should carefully consider the implications for water drainage. Destruction of the natural world must be chased up and enforced to protect designated habitats. Protect wildlife and diversity at Whitehall Farm, where gravel extraction will destroy the natural environment of numerous species e.g. protected bats. Lobby government to ensure that there are no leakages / sewage into our waterways. Action 5.7.1 – Whitehall Farm could be used for local food production instead of gavel extraction.</p>	<p>solutions to meet high performance standards will need to be assessed further for viability and feasibility at detailed design stage. Any proposals will be assessed against the flood management policies in the Runnymede 2030 Local Plan.</p> <p>RBC follows its Procurement Strategy 2023 to 2026 and procurement policies when contracting third parties and awarding contracts for goods, works or services. There are specific rules and governance procedures that must be followed, including rules around contributing to social value. The documents can be read in detail at: Purchasing and procurement – Runnymede Borough Council.</p> <p>The comments relating to active travel and sustainable transport infrastructure are noted. During the plan-making process policies are developed using the input of many stakeholders, including officers from SCC and from other RBC service areas. Due to various challenges, cycling / walking infrastructure projects must be prioritised according to affordability, deliverability and level of community support (as explained in Surrey County Council's Infrastructure Plan), but RBC continues to work with SCC and developers to deliver improvements across the Borough on non-priority routes. SCC will continue to engage with local communities about improvements to bus services as part of the Bus Service Improvement Plan for Surrey and Local Transport Plan 4. The Joint Infrastructure Group is attended by a range of RBC officers from the planning department (and other departments as appropriate according to the agenda) and SCC officers</p>	
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	<p>Supportive of actions under Green Economy, but queries how the actions will be enforced e.g. any new applications for businesses need to ensure businesses install a charging point for their employees and/or customers. Charging points will need to be installed in all areas of vehicle movement so that people can be confident that it is worth investing in an electric vehicle.</p> <p>Supportive of actions under Sustainable Council, but queries whether RBC has the resources to implement them and queries who will monitor the delivery of projects, within this theme and all others.</p> <p>Actions under Supporting our Communities are relying heavily on identifying community groups to help achieve objectives. Queries how these groups will be identified and how will engagement work. There are many that RBC needs to identify and contact.</p>	<p>from the Infrastructure Planning & Major Projects team, and other teams as appropriate. This facilitates ongoing joint working to deliver active travel and transport infrastructure in Runnymede.</p> <p>The comments regarding air pollution and targets are noted and will be considered when delivering action 3.5 which sets out how RBC will review and assess the air quality of the Borough.</p> <p>The words using the actions under Reducing Borough-wide Waste are considered to be clear and ambitious, and most of the suggestions are addressed by existing actions in the CCAP. For example, action 4.4.1 seeks to increase food waste capacity in Council-owned homes, and action 4.6 will see RBC engage and collaborate with partners to build a 'reduce, re-use and repair' culture, and consider whether Council-owned shop units can be used to accommodate community groups. Whilst sewage discharge is not addressed in the CCAP, RBC recognises that this is an important local issue, and continues to work with Thames Water and to develop its Drainage and Wastewater Management Plan.</p> <p>Officers in the planning department at RBC – both in the Development Management and Planning Policy teams – work with officers at SCC on policy formulation and on implementing 2030 Local Plan sustainable transport and flood management policy requirements when deciding planning applications. As Lead Local Flood Authority, SCC is consulted on flooding issues and water drainage for both plan-preparation and in</p>	
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		<p>planning application decision-making. The Local Plan Review CCAP actions will see RBC working with SCC and drawing on their advice. Their advice is also used to improve the implementation of existing 2030 Local Plan policies. SCC is the determining authority for the Whitehall Farm application as this is a County matter, but RBC has submitted a consultation response setting out the Council's concerns and signalling the concerns and issues raised by local residents.</p> <p>Support for actions is noted. Officers in the Climate Change Team have worked closely with officers across all service areas of the Council to ensure the actions are realistic and deliverable. Some of the actions will need further investigation and detailed assessment of costs, feasibility, and resources will be required. The introductory chapters of the CCAP explain this in more detail, and describe how actions will be resourced, funded and monitored over time and by whom. The same principles apply to actions presented under the Green Economy theme.</p> <p>RBC agrees that electric charging point infrastructure needs to be improved – action 3.3 will see the implementation of the Council's recently adopted EV Strategy, which considers in more detail how charging infrastructure can be improved.</p> <p>In accordance with action 8.2, officers are currently producing a communications plan which considers how best to identify and contact local community groups and individuals who would like to work with RBC on delivering various actions. Many</p>	
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		communication methods will be used to invite groups and individuals to contact RBC if there is an interest in contributing to this work.	
Private individual	<p>Under Greener Homes and Buildings, energy efficient housing can be modelled using Passivhaus + and Passivhaus Premium. Permaculture can be used to improve biodiversity in new housing.</p> <p>Concern that electric vehicles (EVs) are not as green as they are made out to be. The energy to power an EV is still from a coal-fired power station. Whilst there are benefits, there are also several drawbacks of EVs, including the carbon cost of producing a car; the polluting tyres; and issues around recycling car batteries when they can no longer be recharged. There is a danger that people will simply fly-tip batteries which contain toxic heavy metals.</p> <p>The actions on active travel are important for health and wellbeing. Developing a way to travel safely by cycling and walking is important. It will reduce the amount of attendance at GP surgeries and hospitals, and mean social prescribing becomes easier with active travel infrastructure in place.</p> <p>Suggest action 3.9 includes reference to introducing and promoting bicycle days at Great Big Green Week. Consider having a no-car day on Sunday, meaning certain areas don't have cars for a certain period of time – perhaps all the towns within the Borough.</p> <p>Improve capacity to store bicycles safely – there are too many bicycle thefts.</p> <p>The Waste section needs to be expanded on with more emphasis and focus on the reduction of waste, rather than what to do with the waste generated. Carbon emissions arise from the manufacture of products and the transportation of products to the death and disposal of</p>	<p>Comments are useful and noted. The Climate Change Study will underpin the development of revised Local Plan policies, as well as consultation on the policy options. The Study has identified a number of regimes which could drive up standards in a revised Local Plan, including Passivhaus, and these policy options will be explored in detail during the plan-making process. The Study is available on the Local Plan Review website at: 2030 Local Plan Review Evidence Base documents – Runnymede Borough Council.</p> <p>A key driver for supporting the rollout of EV infrastructure is the national, regional and county-wide legislative and policy landscape. Given this wider context, RBC has developed an EV Strategy to create a supportive policy environment; enable the creation of new charging facilities for EVs; promote their benefits to a wider audience; and work with partners and private enterprises to encourage wider take-up. It is recognised that a transition to EVs must happen alongside growth in all other zero emission and low emission forms of travel, such as walking and cycling – the action to develop an EV Strategy is complemented by many actions to support active travel and public transport infrastructure. However, where car and van journeys remain the preferred mode of transport, the EV Strategy aims to ensure a far higher proportion of these vehicles using highways across the Borough are producing less harmful emissions than those vehicles powered by petrol and diesel fuels. Further</p>	<p>Yes. Amend action 4.6.1 to expand the 3Rs from recycling, repair and reuse to 'rethink, refuse, reduce, reuse, refurbish, repair, repurpose and recycle'.</p> <p>Amend action 4.6.2 to indicate that local events should aim to reduce waste in the first instance, ahead of considering recycling of waste generated.</p> <p>Amend action 4.6.4 to refer to community fridges as a scheme which could be shared with residents.</p> <p>Introduce new action 8.2.3 to explore opportunities to support partners deliver carbon literacy training to a wider audience.</p>

	<p>products. When looking at the circular economy, recycling needs to be the very last of the 'R's. There is too much emphasis to educate householders to 'recycle'. According to Surrey County Council data, Runnymede Borough Council household recycling rates are poor. RBC is at the bottom of the scale in terms of proportion of waste recycled. Landfill has increased. This indicates that the waste should have been incinerated, but incineration produces greater carbon emissions. Neither situation is good. Recycling is very energy intensive – it requires collection, sorting, and sending to another location and then to be processed. Much household waste is packaging. It is important to move responsibility to manufacturers. Drawing on case studies, the Council can endorse a deposit return scheme on single-use bottles, cans, vapes, cigarette boxes, and take-away boxes. Items can be returned to shops in exchange for funds. RBC should celebrate the International Day of Zero Waste. Expand the 3 'Rs' to Rethink, Refuse, Reduce, Reuse, Refurbish, Repair, Repurpose, Recycle.</p> <p>To improve household recycling, provide separate bins for different items. The waste management teams will instantly see offending items and can use this to educate the offending household.</p> <p>Household food waste should be minimised by educating people about community fridges and understanding about storage of produce, as well as learning how to budget and how to cook. Much more education is needed.</p> <p>Actions under Green Spaces need to be expanded to promote Blue Hearts and explore the prospects of delivering biodiversity through food forests. Also when trees and hedges are planted, think about food that can be foraged from these plants by society. This encourages people to be active, by gathering food.</p>	<p>details can be found in the adopted EV Strategy, available at: Electric Vehicle Strategy – Runnymede Borough Council.</p> <p>Comments regarding active travel actions are noted. Comments about promoting cycling during Great Big Green Week are noted, and will be considered as part of delivering action 8.2.</p> <p>Existing Local Plan policy requirements support proposals which provide secure cycle storage, and these are implemented effectively. Surrey's updated Local Transport Plan 4 aims to support cycle facilities, for example secure cycle parking. Action 3.6 seeks to work with SCC to improve cycling infrastructure in line with priorities set out in the Local Transport Plan, including through the Local Street Improvement programme.</p> <p>Comments regarding waste reduction and recycling are noted. Several actions are included in the CCAP which focus on working with local communities to adopt more sustainable and resilient waste practices, and RBC understands that actions to reduce waste should be prioritised over actions to improve recycling, in accordance with the waste hierarchy. Amendments can be made to the actions which expand the 3Rs as suggested (action 4.6.1) and which prioritise waste reduction over improving recycling (action 4.6.2). As part of actions 4.6 and 8.2, RBC will share information about new schemes and initiatives with residents which incentivise waste reduction. This could potentially include some sort of deposit return scheme, and</p>	
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	<p>The implementation of a blue-green highway for active travel would be welcomed by the active travel community.</p> <p>Reward companies that actively reduce waste and carbon emissions. An example is the low carbon zero waste pizza company in Germany. Encourage innovative thinking via the business network meetings.</p> <p>Under Green Economy action 6.7, encourage businesses to engage more in active travel, public transport days and reduction of car trips. Under action 6.9.1, digital solutions are not the solution – a smart electric meter does not reduce energy consumption of a cooker or heating system that is installed in a home. Education is important – understanding how to dress for colder weather, reduce condensation, maintain a home, cook efficiently – how an individual can adjust to a changing environment.</p> <p>Webinar feedback: lend greater support to deliver carbon literacy training to a wider audience.</p>	<p>awareness-raising around the International Day of Zero Waste.</p> <p>The extent of influence that RBC has in changing manufacturing practices and minimising food packaging is limited, but RBC will use its influence to raise awareness of the issues raised in the representation and help educate local communities to change behaviours (actions 4.6 and 8.2). An amendment can be made to action 4.6.4 to identify community fridges as schemes that should be publicised, as well as any other relevant schemes.</p> <p>The comment about a blue-green active travel highway is noted and will be explored through consultation with partners on the River Thames Scheme, as per action 5.5.</p> <p>The Greener Economy actions describe how RBC will work with local businesses and organisations to encourage behaviours that result in reduced emissions. Comments about actions 6.7 and 6.9.1 are noted and will be considered further in the delivery of these actions.</p> <p>An action has been added to the CCAP to assist with wider dissemination of carbon literacy training (8.2.3) as discussed at the webinar.</p>	
Local community group	<p>Welcomes the CCAP and that actions have been identified based on estimates of carbon impacts and costs. Pleased that the CCAP focuses on carbon emission reductions as the primary goal, and mitigation – sceptical about offsetting, which simply transfers responsibility to someone else or somewhere else.</p>	<p>Comments about offsetting are noted and supported. Carbon offsetting will always be considered as a last resort after other measures to reduce or avoid emissions have been explored.</p>	No.

	<p>Concerned about lack of ambition regarding the 2030 Local Plan, which should be considered as the status-quo and completely insufficient for the necessary further deep reductions in carbon emissions. Concerned that the Action Plan does not recognise the crucial importance of the Local Plan Review and concerned that the Review is currently on ice.</p> <p>Particular lack of ambition in actions for Delivering Sustainable Development – omit any strong commitment to energy-efficiency in new developments e.g. in “actions to ensure new development meets and where possible exceeds energy requirements in the existing Local Plan”. RBC should go further than this. The actions which will result in stronger climate change planning in a future revised Local Plan are largely unspecified, and so are effectively kicking the can down the road.</p> <p>Question the Council’s engagement with Heathrow’s Strategic Planning Group and its objective to jointly shape the proposed expansion of Heathrow airport. Oppose action 3.8 to work with the Group to influence airport plans for growth. Opposed to Heathrow expansion as air-travel is such a large contributor to carbon emissions. There is no place in a CCAP for plans to achieve expansion of flights to/from Heathrow – the CCAP should oppose future expansion of the airport.</p> <p>Appreciates that the CCAP is a “framework for everyone to take action to reduce emissions and adapt to the climate change that is already occurring”. Approve the intention to review and update the Plan as new information, new ideas and new solutions become available. The group looks forward to contributing to future consultations and reviews.</p>	<p>Actions 1.1 and 3.1 concentrate on effective implementation of the existing Runnymede 2030 Local Plan in recognition of the fact that it can take several years to prepare and adopt a revised Local Plan, and that there are actions RBC can take in the meantime to encourage the delivery of low carbon, energy efficient buildings using existing policy requirements, and by publishing new guidance which encourages developers to exceed these requirements wherever possible – such as through adoption of the Net Zero Carbon Toolkit (action 1.1.4). National Planning Practice Guidance makes it clear that RBC cannot set policy requirements in any supplementary planning guidance ahead of a Local Plan Review. Any stronger net zero standards for new development can only be consulted upon, assessed for viability and examined as part of the statutory plan-making process. It is important that a robust viability assessment demonstrates that any new net zero standards will not jeopardise the supply and affordability of housing.</p> <p>RBC recognises the importance of the Local Plan Review in strengthening climate change planning policy. Work on this will resume once the new plan-making regime is introduced and there is more certainty from the government on the procedures RBC needs to follow to prepare a revised Plan. The CCAP cannot go further and contain more ambitious standards for delivering sustainable development at this stage as the policy options need to be informed by evidence and then consulted on widely, as per planning legislation. This will all take place as part of the Local Plan Review. Notwithstanding the pause to the review, RBC</p>	
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		<p>has recently published a Climate Change Study which identifies the policy options that can be pursued as part of the plan-making process once it resumes. This is available on the Local Plan Review website at: 2030 Local Plan Review Evidence Base documents – Runnymede Borough Council.</p> <p>It is not for the CCAP to set out the Council's position on airport expansion. The Council's position on previous expansion proposals can be viewed as part of the Corporate Management Committee meeting minutes available here: Minutes-22-March-2018-Corporate-Management-Committee (runnymede.gov.uk). Actions 3.8, and sub-actions 3.8.1 and 3.8.2, seek ongoing representation from RBC on the Heathrow Strategic Planning Group to ensure RBC's interests and concerns are conveyed at meetings and to help ensure the airport's future plans are sustainable. A key concern is the increased traffic and therefore emissions that Heathrow generates in Runnymede. With transport representing a significant source of carbon emissions, the actions set out how RBC will continue to attend the Planning Group meetings to influence outcomes and help achieve a modal shift to public transport away from private car use.</p>	
Local community group	<p>Provide secure bike racks at Great Park gates and community centres such as the hub, Englefield Green.</p> <p>Support for actions which enable local food growing. Growing local food reduces food transport carbon emissions, plastic waste, builds community cohesion, addresses food poverty and promotes healthy active lifestyles. RBC should support Incredible Edible's 'Right To Grow Campaign', offering to support local food growing</p>	<p>Actions 3.1 and 3.2 refer to implementing existing and strengthening future planning policies which improve active travel and sustainable transport infrastructure through new and redevelopment proposals. Once the Englefield Green Village Neighbourhood Plan is formally adopted, the Englefield Green Village Neighbourhood Area will generate increased Community Infrastructure Levy</p>	<p>Yes. New sub-action 5.7.2 to identify demand for additional allotment sites and explore options to increase allotment capacity if required.</p>

	<p>groups and Local Authorities to utilise council land that is not currently being used for another purpose. Small community gardening groups are growing in parks and community centre car parks e.g. Hythe Park Community Orchard and The Hub, Englefield Green. This enables people to grow food close to home, increasing a sense of engagement and responsibility for maintenance. Measures which enable water capture through water butts mean that gardeners and community groups can use rainwater rather than mains water.</p> <p>Tree planting should consider including a variety of trees, including some fruit trees in community orchards, and if necessary for safe access, dwarf fruit trees and bushes. This will help promote healthy eating and reduce food poverty and reduce plastic packaging from supermarket bought fruit.</p>	<p>funds. Projects such as bike racks would be the type of local infrastructure that neighbourhood CIL funds could be spent on, should the local community support this. Action 3.6.10 seeks to ensure active and sustainable travel projects are considered for CIL funding. RBC will also raise the issue of bike racks and other cycling infrastructure improvement measures with SCC in discussions with them about Local Street Improvements (action 3.6.5).</p> <p>Action 4.1 seeks to review and strengthen Local Plan policies which aim to reduce waste and promote sustainable use of resources. Opportunities to increase local food growing and incorporate measures into new development that improves rainwater harvesting will be considered as part of the Local Plan Review as per action 5.1.3. Action 4.6.6 seeks to work with residents and the community to encourage and promote home and community composting. Support for these actions is noted.</p> <p>The Green and Blue Infrastructure (GBI) Strategy – being developed under action 5.2 – will identify opportunities to improve green spaces and increase tree cover across the Borough, and community orchards could be a way of achieving this. Action 5.2.3 will see RBC consider the availability of Council-owned land to act as a habitat bank which can contribute to carbon sequestration.</p> <p>Comments regarding support for the Right to Grow campaign and identifying land for food growing are noted. Actions have been added to the CCAP to address these comments.</p>	<p>New sub-action 5.7.3 to consider supporting the Right to Grow campaign.</p>
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Local community group	Supports the Virginia Water Neighbourhood Plan Forum on the development of the Neighbourhood Plan, and their Regulation 14 pre-submission document, which contains material on Greener Homes and Buildings, Active & Sustainable Travel, Natural Environment & Biodiversity.	RBC is supporting the Forum on the development of the Neighbourhood Plan, and is aware of the draft policies referenced in the consultation response. RBC will be responding separately to the Forum's Regulation 14 consultation in due course. A key consideration will be whether the proposed policy requirements have any impact on housing supply and affordability.	No.
Local community group	<p>Major concern is that the CCAP does not deal adequately with the issue of flood risk and flooding. The CCAP does not sufficiently recognise the anticipated impact of climate change on increasing flood risk and flooding. Furthermore, its focus on fluvial and pluvial sources of flooding, obscures the major impact of hydrology in areas bordering major rivers, notably the Thames.</p> <p>Essentially, everything built in the area around Staines on both sides of the Thames sits on and penetrates a layer of gravel. This sits on top of a floor of impermeable clay. Vast quantities of water flow through the gravel adding considerably to the effects of fluvial and pluvial sources of flooding. The foundations of buildings, particularly deeper foundations for taller buildings, exacerbate this problem considerably by impeding free flows through the gravel.</p> <p>The CCAP should be more robust and explicit in restricting the number and particularly height of developments in a wide ribbon adjacent to major rivers such as the Thames, and recognise that what goes on in neighbouring Spelthorne has an equal effect on flood risk and flooding on the Runnymede side of the Thames. RBC has not registered an objection to Spelthorne's Local Plan which calls for a massive over-development of Staines with multiple tower-block developments with deep foundations. The Environment Agency (EA) has registered strong objection to most of the sites in Staines under consideration and in September 2022 declared the Plan</p>	<p>RBC is aware that increased river and surface water flooding (and particularly flash flooding) is a climate risk for Runnymede and its residents, and is an issue that needs full consideration. Ensuring that new development in the Borough is able to withstand flooding events and is located in suitable areas based on future flood risk is crucial to enable adaptation. Actions have been included in the CCAP to help build resilience, primarily through the Local Plan Review and by supporting the delivery of the River Thames Scheme. It is not the role of the CCAP to restrict the number and height of developments in the vicinity of the Thames. This is a matter for individual Local Plans and Development Management decisions of the relevant local authority.</p> <p>However, amendments can be made to the introductory chapter, to Local Plan Review actions and to the River Thames Scheme action to address points raised in the representation. Any revised Local Plan policies, including the spatial strategy, will be based on evidence, including an updated Strategic Flood Risk Assessment. A new action 5.1.4 has been added to make it clear that RBC will update this evidence. Minor amendments have been made to action 5.5 to</p>	<p>Yes. Amend introduction to make it clear that the Council recognises the climate risks the Borough faces, including flooding, and that the Action Plan includes actions to build resilience to these risks.</p> <p>Amend action 5.5 to make it clear that the Council will work with partners on other flood mitigation initiatives, as well as the River Thames Scheme.</p>

	<p>'unsound'. Spelthorne Borough Council, in defending the best interests of its residents, should have given the EA position aggressive support. Instead it registered no objection.</p> <p>In summary, the CCAP should be strengthened by 1) recognising more clearly and prominently the sources and growing problem of flood risk and flooding, and 2) reflecting this in a much more explicit and robust plan to mitigate the problem (not least in restricting developments on the Runnymede side of the river and in pressing for a similar policy on the Spelthorne side).</p>	<p>make it clear that RBC will work with its partners on other flood mitigation initiatives as well as the River Thames Scheme which focuses only on the River Thames.</p> <p>RBC is aware of the Environment Agency's response to Spelthorne Borough Council's submitted Local Plan. The Council is engaged in ongoing discussions with Spelthorne Borough Council under the Duty to Cooperate on a range of matters associated with its emerging Local Plan, and will consider whether it wishes to make further representations (should RBC be provided a further opportunity to do so as part of a resumed examination), based on any revised evidence produced.</p> <p>Finally, RBC will be working with SCC to deliver the county-wide Climate Change Adaptation and Resilience Strategy, known as "Surrey Adapt", and a new action 5.8 has been included to support its delivery. The Strategy sets out several strategic priorities which partner authorities will help deliver, including those which identify climate resilient measures for flood risk reduction (see comments below).</p>	
Surrey County Council	<p>Overall, the CCAP is comprehensive, ambitious and shows strong leadership and a focus on the areas where the Council can make a big impact in reducing emissions and creating co-benefits for communities. Pleased to see its development draws on existing action plans from the 12 authorities making up the Greener Futures Partnership Steering Group, and appreciate the commitments to support the delivery of the Greener Futures Climate Change Delivery Plan 2021-2025. SCC will also continue to support the delivery of the Runnymede Action Plan.</p>	<p>Comments relating to the support of various actions are noted, and RBC will amend the CCAP to make reference to the newly adopted Surrey Climate Change Adaptation and Resilience Strategy. Many of the actions within the existing draft CCAP will already deliver some of the strategic priorities of the Strategy at borough-level, for example, the Local Plan Review actions will help deliver the priority to review and update local planning policy frameworks to facilitate climate resilient residential development, and the 'Supporting</p>	<p>Yes. Add new action 5.8 stating that as a member of the Greener Futures Partnership Steering Group, review SCC's Climate Change Adaptation and Resilience Strategy and identify how RBC can contribute to its delivery.</p>

	<p>Welcome the continued commitment to support SCC and delivery agents such as Action Surrey to promote funding opportunities and help residents improve energy efficiency of their homes, and to reduce emissions associated with transport. Also supportive of Local Plan Review actions to strengthen climate change planning policies, delivering health and economic co-benefits for Surrey.</p> <p>Suggest that the CCAP includes a reference to Surrey Climate Change Adaptation and Resilience Strategy and includes actions related to the nine priority programmes in the Strategy, which was produced collaboratively as part of the Greener Futures Partnership Steering Group.</p> <p>Greener Homes & Buildings Actions As part of implementing action 1.2.3 (consider introducing a carbon offsetting scheme ...) we would suggest that the Borough Council strategically examines their projects to pinpoint potential offsetting opportunities and engages with other local partners to collaboratively identify and implement effective emission reduction measures. This holistic approach would ensure accurate monitoring and successful achievement of net zero targets within the broader community context. Additionally, we would suggest consolidating the various actions related to financial measures into a dedicated funding action plan to provide a comprehensive overview of the current financial deficit in achieving net-zero targets and outlining the requisite measures to address and bridge this gap.</p> <p>Active & Sustainable Travel Actions Action 3.2 should make reference to our new Healthy Streets for Surrey design code. The SCC Transport Development Planning team would be happy to work with RBC on action 3.2.1 to strengthen active and sustainable transport planning policies. In implementing this action, reference should be made to the Healthy Streets design code and Surrey Local Transport Plan 4. We are pleased to read actions 3.4 and 3.6. We are committed to continue</p>	<p>our Communities' actions will help enhance community engagement on climate change risks and impacts and climate resilient homes.</p> <p>The comments under Greener Homes & Buildings Actions are noted, and this holistic approach will be considered as part of establishing any carbon offsetting scheme as appropriate, and any funding gap would need to be assessed as part of this exercise.</p> <p>RBC is aware of the Healthy Streets for Surrey design code and Local Transport Plan 4 – both of these documents will be key in informing revisions to the Local Plan in the implementation of action 3.2. However, specific references to these documents have not been inserted because a variety of other evidence base documents will also be used to inform revised planning policies. Support from the Transport Development Planning team would be welcome.</p> <p>RBC is aware of Surrey's Green and Blue Infrastructure Guide and this will be used to inform the development of the Council's GBI Strategy, however, specific reference to Surrey's guide has not been included as a number of other guidance documents will also be used to inform development of the Strategy.</p> <p>Support for actions 5.4.1 and 5.3.2 is welcome, and comments regarding the application for Treescapes funding is noted. Minor amendments to the action will be made to open up the possibility of RBC applying individually if SCC chooses to not apply. Action 5.3.2 refers to the use of funds</p>	<p>Amend actions 3.6.3, 3.6.4, and 3.6.5 to refer to the Local Street Improvement programme.</p> <p>Amend action 5.4.1 to state that a bid for Local Authority Treescapes Fund could be prepared individually or in partnership with SCC.</p>
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	<p>to work with the borough council through the Joint Infrastructure Group.</p> <p>Amend any references to Liveable Neighbourhoods programme to Local Street Improvements programme.</p> <p>Natural Environment & Biodiversity Actions Action 5.2 is supported. Reference should be made to the SCC Green and Blue Infrastructure Guide which refers to Runnymede Borough Council's Green and Blue Infrastructure SPD.</p> <p>Support action 5.4.1 (Work with SCC to prepare and submit bid for Local Authority Treescapes Fund to restore tree cover in non-woodland areas) and action 5.3.2 (Continue to plant new hedges and trees using the Local Authority Treescapes Fund and other available funding). SCC have worked with the borough council on the Treescapes fund for the past three years and are fully committed to continue to support and help. We would, however, note that the Treescapes fund has recently opened out to both upper and lower tier authorities, therefore there is a possibility that SCC may not necessarily apply. Also, please note that the Local Authority Treescapes fund does not fund hedges so action 5.3.2 should be reworded to only refer to planting new trees.</p>	<p>including the Treescapes fund – other funding may be identified to allow for the planting of new hedges.</p>	
National Highways	<p>Attention is drawn to the National Highways document 'The Strategic Road Network, Planning for the Future: A guide to working with National Highways on planning matters' (October 2023). This document sets out how National Highways intends to work with local planning authorities and developers to support the preparation of sound documents which enable the delivery of sustainable development. The document indicates that National Highways will review and provide comments on local plans proposed by local planning authorities that have the potential to affect any part of the SRN.</p>	<p>Reference to the National Highways document is noted and will be used in the preparation of the revised Local Plan. RBC will consult with National Highways at appropriate stages during this process, including on any site allocations which will affect the strategic road network.</p> <p>Support for ongoing collaborative work and discussion noted. This is reflected in the CCAP, particularly action 3.7 which identifies</p>	<p>As above - amend action 3.7 to make it clear that RBC will continue to work collaboratively with bodies including National Highways to lobby for investment in strategic road network schemes to ease congestion in the Borough and</p>

	<p>Specifically concerned with any proposals which have the potential to impact the M25 and M3, which are within or in close proximity to the Runnymede area and are subject to congestion at peak times. The draft CCAP does not reference any proposed development allocations within the area, and therefore there is unlikely to be any potential for significant impacts to the SRN at present. National Highways would expect to be part of early discussions with both developers and the Council for any proposed future development which is likely to have a significant impact on the SRN.</p> <p>Welcome the targets in the CCAP to deliver sustainable development, to achieve the Council's net zero targets, and to focus on collaborative work with partners and stakeholders. Supportive of any policies which may off-set strategic car journeys that could otherwise travel on the SRN. Look forward to continuing to participate in future consultations and discussions.</p>	<p>the importance of collaborative working with partners.</p>	<p>facilitate safe active travel.</p>
<p>Historic England</p>	<p>Welcomes the CCAP but concerned that it may lead to inadvertent, but possibly damaging and unlawful, impacts on the historic environment and heritage assets. It is important to recognise in such documents that historic buildings are likely to be of traditional construction and require a different approach to buildings of modern construction. Include in actions 1.3-1.6 – concerning retrofitting - references to the potential need to gain appropriate planning and heritage consents, and avoid harm to heritage assets by undertaking works to improve energy efficiency in ways that are compatible with their protected status. Reminder that listed building consent is required for all works that affect the significance/special interest of a listed building irrespective of the need for planning permission. Scheduled Monument Consent must be obtained before any works to a scheduled monument.</p> <p>There are three main considerations when considering works to a historic building:</p>	<p>Action 1.1.4 seeks to adopt a Net Zero Carbon Toolkit to encourage developers to go beyond Local Plan standards and achieve net zero housing developments. The Toolkit contains chapters on new build development, and on retrofitting of existing housing. Both chapters contain detailed information about how to achieve balanced solutions for heritage assets, and emphasises that the Development Management team should be contacted before any works are undertaken to the historic environment and heritage assets to ensure the appropriate planning and heritage consents are considered. Any training sessions / awareness raising campaigns (action 1.1.5) with local developers, DM officers and other agents will also focus on this important point. Pre-application advice (action 1.1.7) would also highlight this issue.</p>	<p>Yes – amend action 1.6.2 to add that any publicity should signpost readers to any necessary planning and heritage consents to raise awareness that there are procedures that must be followed to avoid harm to heritage assets.</p>

	<ul style="list-style-type: none"> - Would the works be effective and compatible with the way the building performs? - Would they harm the significance of the building or conservation area? - What planning permission(s) or consents would be required? <p>Some works in response to climate change would be so harmful to a building’s heritage significance that they would not be approved, but in other cases some impact on significance might be balanced against real climate change benefits.</p> <p>Historic England advocates a ‘whole-building approach’ to making energy and carbon savings that uses an understanding of a building in its context to find balanced solutions that save energy, sustain heritage significance, and maintain a comfortable and healthy indoor environment. A balance needs to be struck between maximising the benefits from mitigation and adaptation to climate change and minimising harm to the historic environment.</p> <p>Historic England guidance is available about how an integrated approach to climate change and the historic environment can be achieved: Impacts of Climate Change Historic England, and recent annual Heritage Counts report: 2019 – Carbon in the Built Historic Environment Historic England. Draft guidance on ‘Climate Change and Historic Building Adaptation’ is also available – publication due later this year. This should be referenced within the document.</p>	<p>A Climate Change Study has also been produced to underpin the Local Plan Review which also stresses the importance of achieving balance between climate change benefits and avoiding harm to a building’s heritage significance. This evidence will be used to inform revised Local Plan policy. The guidance signposted in the response will also be used to help inform the development of revised local planning policy and guidance.</p> <p>Action 1.2.6 seeks to develop a Design Code for Runnymede. RBC will draw from Historic England guidance to ensure that any codes focusing on net zero design and adaptation also address the need to avoid harm to heritage assets. The Design Code will also draw from guidance in the existing Design SPD, which has a chapter on responding positively to local history and sets how “Where heritage assets may be affected, applicants should demonstrate a thorough understanding of their significance”.</p> <p>Actions 1.3-1.5 involve the decarbonisation of Council housing and estate buildings. Any works will be subject to the necessary planning permissions and heritage consents as appropriate. RBC recognises that works that could affect the heritage significance of any of its housing or assets, and therefore be subject to planning permission and/or heritage consent, would need to take account of Local Plan heritage policies, design guidance and Historic England guidance as highlighted in the response. Action 1.6 seeks to develop a communications programme to encourage and facilitate the retrofitting of energy efficiency and renewable/low carbon technology</p>	
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		schemes in homes and buildings across the borough. A sub-action can be amended to ensure that communications signpost the audience to the necessary planning permissions and heritage consents, and avoid harm to heritage assets by undertaking works to improve energy efficiency in ways that are compatible with their protected status.	
Woking Borough Council	Appreciates the ambition of its neighbouring authority in meeting net zero emissions across Runnymede Borough by 2050.	Support noted.	No.

Report title	Request to use the Service Transformation Reserve for critical spend associated with the Non-Statutory Best Value Notice Response
Report author	Andrew Pritchard
Department	Chief Executive Officer
Exempt?	No
Exemption type	Not applicable
Reasons for exemption	Not applicable

Purpose of report:

- **To resolve**

Synopsis of report:

To resolve to allocate funds to enable Runnymede Borough Council to prepare an evidence base of assurance measures to respond to the receipt of a Non-Statutory Best Value Notice from Department for Levelling Up Housing and Communities.

Recommendation(s):

- i. To approve the use of the Service Transformation earmarked reserve to fund expenditure arising from the non-statutory Best Value Notice response work programme**
- ii. To approve a Supplementary Revenue Estimate in the sum of up to £125,000 in 2024/25 to provide a budget for the expenditure that may be incurred in response to the non-statutory Best Value Notice, to be funded from i) above.**
- iii. To note that Officers would seek further Committee approval if further funds are necessary over and above the budget sum.**

1. Context and background of report

- 1.1 Following engagement with the Department for Levelling Up, Housing and Communities (DLUHC) and the Chartered Institute for Public Finance and Accountancy (CIPFA) during 2023, the Council received a non-statutory Best Value Notice (“Notice”) on 19th December 2023 from DLUHC.
- 1.2 The Notice requests that the authority engages directly with the Government to provide assurance of improvement. The Notice will normally remain in place for 12 months, after which time, should the Government deem it necessary to continue to seek assurance of the authority’s improvement progress, it will be reissued. The Notice may be withdrawn or escalated at any point based on the available evidence.

1.3 (Non-statutory) Best Value Notices provide an opportunity for early engagement with an authority that is exhibiting indicators of potential best value failure and where there is confidence that the authority has the capability and capacity to make its own arrangements to secure continuous improvement.

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

2.1 The Notice sets out a series of recommendations that the Council needs to deliver and evidence in response to DLUHC.

2.2 The Council is expected to continue to improve and, specifically, to commission an external governance review which aims to provide more in-depth assurance on RBC's governance and leadership structures in line with Best Value principles, including a review of:

- The effectiveness and efficiency of internal decision-making and scrutiny processes
- Culture and leadership, including the Authority's sense of strategic vision and direction, effectiveness of leadership, and attitudes and behaviours towards positive and open relationships.
- Capacity and capability, including evidence of continuous improvement.
- Delivery of services.

2.3 The Council is also expected to agree plans to address concerns and deliver all recommendations set out in the CIPFA review, at pace. In particular, the Council should:

- Outline what steps they plan to take to reduce and manage the overall debt of the Council.
- Develop a risk appetite statement, including specific elements for its commercial and regeneration portfolio and divestment opportunities, and formalise a moratorium on commercial investment.
- Update the MTFP to reflect different scenarios in savings delivery, in the relationship of stock condition findings to MRP, and in commercial income performance.
- The Finance and the Asset Teams should work together to determine the appropriate scale of the sinking fund to the extent that the sinking fund can cover income and repairs risk.
- Develop and monitor capacity and capability to support priority areas.
- Work to elevate the profile of, and focus on, commercial and regeneration priorities in formal decision-making and oversight.
- Improve reporting on investment performance and expected returns.

2.4 To address and deliver the response to the Notice, a programme of work has been developed, wherever possible using existing data, information and resources to produce an evidence base that can support the necessary external governance review and the response to the Notice. However, for some required activities it is likely that the commissioning of external support will be required for instance where specialist skillsets are not available from internal resource, or where work needs to be delivered at pace and there is insufficient resource availability for this to happen.

2.5 The workstreams identified that form the work programme to evidence and demonstrate the Council's response to the Notice are:

- Implementation of CIPFA report recommendations.
- Self-assessment against Best Value Guidance.

- General Fund Capital Review.
- Governance Review of Companies.
- Review Company Resilience.
- Review A&R team structure.
- Assess organisational culture and leadership capacity.
- Deliver external governance review.
- Report to DLUHC in response to the Notice.

- 2.6 Attached at Appendix A is a description of each workstream, the expected outcomes and deliverables, the high-level work packages that are likely to be necessary, and the success criteria. This forms part of the Programme Charter (“Charter”) that defines and documents the scope and how the programme will achieve the objectives. The Charter defines the parameters against which progress can be assessed and performance measured. The Charter is a live document that will be refined and updated during programme delivery. Attached at Appendix B is a snapshot as of 30 January 2024. The programme will be captured as part of the project portfolio and general progress updates provided as part of Quarterly reporting. Specific reports may be produced as an outcome of a workstream and these will be taken to the appropriate Committee for review.
- 2.7 Budget provision to support some work streams will be necessary. The working presumption responding to the Notice is not to divert funds away from service delivery. Where expenditure is incurred, it should be to fund something that is a material benefit to the Council, and something that would have been done irrespective of the notice being served.
- 2.8 The governance review of the Council’s company structures is one such example where it is identified that external support will be required. This is an activity that was always intended, but the Notice sharpens focus and brings forward delivery of this necessary review at pace. It is recognised an external independent view working at pace and scale will be needed to deliver this significant piece of work. Therefore, it is proposed to engage an external company with specialist resources to deliver an independent review of the governance of the Council’s company structures. This is estimated at up to £40,000 to include the initial review and formal report of recommendations plus contingency for any follow-up work to support the resulting action plan.
- 2.9 The Notice sets out the requirement to review the Council’s culture and leadership. Whilst this is already a focus area of the Council’s Organisational Development strategy, this will be addressed at pace during 24/25 in a series of work streams within the work programme. Both Culture and Leadership are two of the seven themes described in the Government’s Best Value draft guidance¹ alongside Continuous Improvement, Governance, Use of Resources, Service Delivery, Partnerships & Community Engagement. Senior Officers will conduct a self-assessment against the seven best value themes to identify and highlight success and leading practice whilst identifying areas for improvement. This workstream will also produce an evidence base for both the planned external governance review (LGA CPC) and the response to DLUHC. However, to address and deliver cultural and organisational change, it is recognised that this must go beyond just a narrative and must be embraced by, and embedded within, all levels of the organisation. A second related and interdependent workstream is therefore proposed to deliver a cultural assessment of the organisation, to further explore and identify opportunities

¹ [Best value standards and intervention - a statutory guide for best value authorities: consultation - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities)

for improvement and change that may come from the self-assessment and to develop an associated action plan. A budget of up to £15,000 is requested to engage independent organisational change facilitation to support staff workshops and sessions as part of the assessment process.

- 2.10 The Council undertook a Local Government Association (LGA) Corporate Peer Challenge (CPC) in October 2019. It is considered best practice that local authorities arrange and act upon the findings of a corporate or finance peer challenge at least every five years. Therefore, it is timely to arrange a CPC during 2024/25, and this will also meet the Notice's requirement to deliver an external governance review. The workstreams are being scheduled to culminate in the LGA CPC to provide an independent review of evidence of our continuous improvement. Whilst the LGA offers a fully subsidised peer challenge review, a small amount of expenditure is likely during the on-site review period. This is estimated at up to £5,000.
- 2.11 In addition to the known expenditure at 2.8 - 2.10, budget provision for contingency spend associated with internal resource capacity in Finance is also requested as part of the budget amount to be set aside. The drain on resources in Finance to support additional work in response to the Notice cannot be underestimated. Finance support and expert input will be required for all programme workstreams to some degree and will require Finance to lead on three of the nine workstreams identified. This significant additional work is on top of continuing to deliver critical core activity in accountancy and budget management, close out the 2023/24 accounts, deliver measures to address the audit backlog. At the same time, the team are involved in significant transformation projects to implement the new HR/Payroll system and procure and implement a new Finance system. As a result, it is requested that up to £50,000 is set aside for additional finance resource to deliver programme specific requirements regarding review of the sinking fund and further development and refinement of scenarios for commercial assets and the impact on the MTFP.
- 2.12 Finally, an additional contingency amount of £15,000 is requested to address current 'unknowns' yet to be determined. It is probable that internal staffing capacity will be stretched or gaps in capability are identified during the next 11 months to accommodate the work programme. This budget sum would be necessary to seek additional expert advice or to backfill internal resources and mitigate this risk.
- 2.13 The total budget requested is up to £125,000 and an indicative expenditure plan is below.

Indicative Expenditure Summary	FY 24/25
External review of governance of company structures	£40,000
Finance resource	£50,000
LGA CPC expenditure	£5,000
Cultural assessment facilitation support	£15,000
Contingency	£15,000
	£125,000

- 2.14 Every effort will be made to use this budget prudently, only where existing resources cannot be drawn on to deliver, and only where the outcome is of material benefit to the Council. As part of programme management, actual spend will be monitored against budget and reported as part of progress updates during the year. To note that Officers would seek further Committee approval if the situation arises that further funds are necessary over and above the approved budget sum.

3. Policy framework implications

- 3.1 The compliance of the Council's with its obligation to secure continuous improvement and thereby deliver Best Value is evidenced through various decisions the Council makes under its Policy and Financial Framework. Addressing the issues which have been raised will enable the Council to demonstrate that it is delivering Best Value.

4 Resource implications/Value for Money

- 4.1 As described in section 2 above, it is anticipated that a sum of £125,000 will be needed to fund the expenditure required in order to fulfil the requirements of the Notice.
- 4.2 There is currently no budget available to fund these activities, therefore it is proposed to use the previously approved Service Transformation Reserve to fund the programme expenditure up to £125,000 as set out in the report. £1M was earmarked for this reserve to support invest to save initiatives as they come forward through the service review and savings and efficiency programmes. Approved spend against the reserve is currently £70,000. It is anticipated that as in previous financial years, there will be some additional revenue underspends that are currently unaccounted for. It is proposed that this will be used to payback the Reserve with expenditure made for necessary associated costs in meeting the requirements of the Notice. As the year end position has not yet been identified, there may be a shortfall in funding, however, based on historic evidence, it is likely that there should be enough savings available. If this does not prove to be the case, then a further request for funds will be brought back to this committee at the appropriate time.
- 4.3 In order to meet Financial Regulations, it will be necessary to approve a supplementary estimate for this programme of works and the recommendations have been worded accordingly. All expenditure will be funded as set out in paragraph 4.2 above.

5. Legal implications

- 5.1 Any expenditure will be subject to compliance with the Public Contract Regulations 2015 and Contract Standing Orders.

6. Equality implications

- 6.1 None arising directly from this report

7. Environmental/Sustainability/Biodiversity implications

- 7.1 None arising directly from this report

8. Risk Implications

- 8.1 If no funds were made available to support additional activity required in response to the Notice, there is a risk that the work programme is not delivered and continuous improvement is not demonstrated or evidenced. This could result in additional or escalated intervention from DLUHC.

9. Other implications

9.1 Not applicable

10. Timetable for Implementation

10.1 The Governance review of the Council company structures is on the critical path for the work programme. This work needs to be initiated as soon as possible. Therefore, this report is seeking approvals to the recommendations at the February meeting of Corporate Management Committee.

10.2 The programme plan includes a timetable of activities, milestones and interdependencies and a snapshot is included in the Programme Charter at Appendix B

11. Conclusions

11.1 The funds requested will be used prudently to deliver continuous improvement outcomes of material benefit to the Council whilst also supporting the evidence base required to respond to the non-statutory Best Value Notice.

12. Background papers

12.1 [Notification of receipt of non-statutory Best Value Notice](#) was reported at Corporate Management Committee on 18 January 2024, Standards and Audit Committee on 23 January 2024 and Full Council on 08 February 2024.

13. Appendices

- Appendix A: Workstream descriptions that make up the non-statutory Best Value Notice response programme
- Appendix B: Programme Charter as of 09 February 2024

Appendix A

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Demonstrate implementation of CIPFA report recommendations.</p> <p>CLT sponsor: Amanda Fahey</p> <p>Lead: Paul French</p>	<p>To respond to the CIPFA report recommendations with associated evidence to demonstrate delivery and continuous improvement.</p>	<p>Continue to deliver the action plan to address the recommendations.</p> <p>Narrative and evidence base produced to illustrate achievement of the action plan.</p> <p>Continue to report progress against the action plan in the MTFs reports during the year.</p>	<p>Response to CIPFA regarding recommendations made in the July 2023 report is accepted to close out the action plan.</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Self-assessment against Best Value Guidance</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Lead: Sarah Hall</p>	<p>To perform a self-assessment of 'what good looks like' to identify areas for continuous improvement.</p> <p>Develop an evidence base to illustrate the response to the self-assessment.</p> <p>Identify any gaps or areas for improvement against the Best Value themes</p>	<p>For each Best Value theme identify a Lead Officer to own delivering that evidence set: identify areas and individuals that would need to respond for each element.</p> <p>Review the element with the area and prepare a narrative of how the Council meets the guidance (or not).</p> <p>Identify key documents and evidence to support the narrative and upload to the evidence library.</p> <p>Develop a report and recommendations based on the self-assessment for Member scrutiny.</p>	<p>Highlight success, leading practice and identify areas for improvement against the Best Value themes and report recommendations and an action plan to Committee in support of the N-S BVN response.</p> <p>Curate an evidence library to provide documentation to support the self-assessment and response to N-S BVN as required.</p> <p>Detailed assessment against: Theme 1 Continuous Improvement Theme 2 Leadership Theme 3 Governance Theme 4 Culture Theme 5 Use of Resources Theme 6 Service Delivery Theme 7 Partnerships & Community Engagement</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>General Fund Capital Review</p> <p>CLT sponsor: Amanda Fahey</p> <p>Lead: Paul French</p>	<p>Although this already happens as part of business and budget planning, the requirement is for an updated and accurate 30-year capital programme to support longer-term view and planning</p>	<p>Produce and review a 30-year General Fund Asset programme to include fleet and digital hardware/ ICT refresh.</p>	<p>Committee approval of General Fund capital programme</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Governance Review of Companies</p> <p>CLT sponsor: Mario Leo</p> <p>Lead: Amanda Fahey</p>	<p>Engage an external specialist to review the governance of Runnymede Borough Council company structures</p>	<p>Develop a brief/ specification for the engagement of a consultant.</p> <p>Procure and execute the contract for the work.</p> <p>Mobilise, prepare for and support facilitation of the review.</p> <p>Receive and review the final report and recommendations.</p> <p>Assess costs of implementation of recommendations against risk and develop an action plan for implementation.</p> <p>Review progress against the action plan to demonstrate delivery to close out the actions.</p>	<p>Clear understanding of risk and opportunities relating to the RBC companies.</p> <ol style="list-style-type: none"> 1. What was the original intent to having a company structure. 2. What is the structure, governance arrangement and reporting mechanism in place now. 3. Is the original intent met by the current model? 4. Applying leading practice to assure company governance – review the current model. 5. Make recommendations to mitigate risk, improve assurance from matters identified in items 1 – 4. 6. Add comment on whether the companies are necessary (a) as an entity (b) to deliver on their intent. 7. Clarity over the delineation

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
			<p>between the remit of the 3 companies and of the Council</p> <p>Action plan developed and implemented to address any recommendations.</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Review Commercial Portfolio Resilience</p> <p>CLT sponsor: Amanda Fahey</p> <p>Lead: Alex Williams</p>	<p>To review the commercial portfolio resilience in terms of 3 key areas:</p> <ol style="list-style-type: none"> 1. Portfolio performance 2. Finance resilience 3. Scenario plans for disposal/retention 	<p>A scenario-based review of financial resilience that addresses potential fluctuations in income and capital value of assets over the life of the MTFS.</p> <p>Detailed modelling of the relative merit of disposal, for capital receipt, reduced MRP liability and overhead costs v. servicing debt, MRP and Income benefit.</p> <p>Market valuation for sale of 'going concern' commercial activities.</p> <p>Implement a formal external commercial review of portfolio performance.</p>	<p>Evidence base showing the relative merit of disposal v retention for each commercial asset.</p> <p>Receipt of assurance report on company financial resilience.</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Review A&R team structure (interdependency with governance review of companies and review of commercial portfolio resilience)</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Lead: Kate Enver</p>	<p>Ensure that the A&R team have the capacity and capability to manage the existing property portfolio and can flex as necessary to support asset reviews and challenge.</p>	<p>Review and identify resource gaps and capacity and capability issues in the current structure. Link this to the recommendations and outcomes of the Governance review of the companies.</p> <p>Produce proposal for any change to team structure to address gaps and deficiencies. Report to Corporate Management Committee.</p> <p>Produce consultation pack.</p> <p>Seek relevant approvals.</p> <p>Consult with the Union and staff for necessary time period.</p> <p>Implement restructure.</p> <p>Review restructure</p>	<p>Improved staffing structure to support capacity and capability requirements of the service area.</p> <p>Improved staff morale and team culture to reduce staff turnover and improve staff retention.</p> <p>Succession plan in place in case of any staffing changes to reduce reliance on interims or consultants.</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Assess organisational culture and leadership capacity.</p> <p>CLT sponsor: Phil Turner</p> <p>Lead: Kate Enver</p>	<p>Culture and leadership aligned to core values and strategic priorities, and operational decisions being made in the corporate interests</p>	<p>Design and implement a programme of work to test and develop the organisational culture with a focus on core values, effective corporate relationships and one team ethos.</p> <p>Undertake an internal “where are we now” review taking advantage of senior managers who have recently joined the organisation.</p> <p>Scope potential need for external support and what can be delivered within existing resources.</p> <p>Develop and deliver a programme of work that engages SLT, managers and staff in a conversation that focuses on ‘what good looks like’.</p> <p>Ensure confidential reporting and whistleblower systems are in place and accessible</p>	<p>One team culture feeding into leadership in keeping with the organisation’s core values.</p> <p>SLT operating as an effective team in the corporate interests and with residents at the heart of everything we do.</p> <p>Everyone in the organisation has a clear understanding of what ‘good’ looks like and the council’s leadership provides a consistent vision and direction, contributing to a vibrant and positive organisational culture.</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Deliver external governance review.</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Lead: Sarah Hall</p>	<p>To engage with the LGA to deliver a Peer Challenge review.</p>	<p>Commission a LGA Corporate Peer Challenge.</p> <p>Support the preparation and coordination of the review.</p> <p>Receive and review the final report and recommendations.</p> <p>Develop an action plan for implementation.</p> <p>Review progress against the action plan to demonstrate delivery to close out the actions.</p>	<p>Corporate Peer Challenge (CPC) delivered September / October 2024</p> <p>Report received.</p> <p>Action plan developed and approved.</p> <p>Actions implemented.</p> <p>Follow-up peer response session scheduled ~10 months after the initial visit.</p> <p>Progress review report published within twelve months of the CPC taking place.</p>

Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>Report to DLUHC in response to Non-Statutory Best Value Notice</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Lead: TBC</p>	<p>Produce an evidence-based submission from Runnymede Borough Council, as a formal response to the Best Value Notice 2024.</p>	<p>Collate all required evidence, reports and updates against action plans and consolidate in a submission for DLUHC.</p> <p>It is anticipated that outputs from the workstreams will form the major part of the submission and therefore these will be supplied to DLUHC as part of the ongoing dialogue across the 12 month period.</p>	<p>Submission of the response to DLUHC by deadline date</p>

Programme Name	Non-Statutory Best Value Notice Response (SAP ID for 24/25: CEX039)				
Programme Sponsor	Andrew Pritchard				
Programme Manager	Sarah Hall				
Start Date	19/12/23	End Date	19/12/24	Business Case Approval Date	N/A

Document Details

Version	Status	Date	Author / Editor	Details of changes
v.0	Draft	19/01/24	SH	Initial draft
v.1	Approved	08/02/24	Approved by Programme Board	Minor amends and additions
v.1.1	Choose an item.			
v.2	Choose an item.			

Programme Background

Runnymede Borough Council received a non-statutory Best Value Notice (N-S BVN) from Department for Levelling Up, Housing and Communities (DLUHC) on 19 December 2023. The notice was issued to Runnymede Borough Council ('the Authority') (RBC) by DLUHC as they expressed Best Value concerns following the Capital Review of Runnymede, undertaken by the Chartered Institute for Public Finance and Accountancy (CIPFA). The CIPFA report was initially shared with the Authority on 25 July 2023. Concerns include:

- *The Authority has significant debt relative to its size, as of 31 March 2023 it had borrowing 71 times their core spending power, which has been used predominantly to invest in the Authority's property portfolio. This level of debt poses the Authority with capacity challenges, particularly in asset management, commercial and regeneration activity.*
- *Commercial income represents a substantial revenue source for RBC and is used to support both core and discretionary services, which exposes the Authority to significant financial risks should anticipated income fail.*

The Authority has engaged constructively and openly with CIPFA and DLUHC throughout the capital review process and has already taking steps to address many of the concerns raised in the review. The Notice, CIPFA report and draft Best Value Standards are shown at the links below.

[Runnymede Borough Council Best Value Notice \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1214442/runnymede-borough-council-best-value-notice.pdf)

[Runnymede Borough Council - CIPFA capital assurance review \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1214442/runnymede-borough-council-cipfa-capital-assurance-review.pdf)

[Best value standards and Best Value Notice intervention draft guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1214442/best-value-standards-and-best-value-notice-intervention-draft-guidance.pdf)

From the CEX:

The decision to serve a non-statutory Best Value Notice has undoubtedly changed the environment in which we work. Whilst we have strong and resilient financial systems in place, one cannot shy

Programme Background

away from the fact that our borrowing figure is an outlier in our sector. In creating a response programme structure to collate the evidence base needed to prepare our formal response to DLUHC, many of us will now become involved in workstreams that will deliver the products we need. I see this work as complimentary to our ongoing review of how we deliver services. The receipt of a non-statutory Best Value Notice sharpens focus, but our response is very much in tune with our existing plans.

Notwithstanding the non-statutory Best Value Notice, we have an ambitious, but deliverable, plan for 2024/25. Embracing continuous improvement and making things better every day is a trait and cultural norm I want to embed in Runnymede Borough Council. We must continue to run services that are both efficient and resident focussed, in the way you would expect from a thriving and high performing business. As the custodians of Runnymede our job is to ensure the people who live, work and enjoy our borough know that we understand our responsibility to both them and future generations.

Preparedness and flexibility are key. I want all our people to be prepared and feeling confident about the opportunities for them personally and the services they provide as we improve. I also understand there will be some unknowns ahead, so being able to navigate those calmly and flexibly will not only help the services we run, but also our own wellbeing.

The non-statutory Best Value Notice is something DLUHC felt they needed to do. I want everyone to embrace it as an opportunity to evidence how we are a resilient and stable authority with a culture of continuous improvement where we put the sustainable needs of our residents first.

Strategic Objectives

Corporate Strategies	Describe how this programme meets / contributes to these Strategies - <i>Find out more about the Council's Corporate Business Plan here</i>
Organisational Development Strategy <i>Enable Officers and Members to perform their duties to the best of their ability and make Runnymede Borough Council the employer of choice for local people.</i>	Everything we do directly impacts our wider community; our residents, businesses and those visiting us. It is our responsibility not to pass an opportunity to make our borough better. We will <i>embrace</i> the Best Value Notice as an <i>opportunity</i> to showcase to all what good looks like. A detailed Communications Plan will be developed to nuance our interaction with our stakeholders as the response to the Best Value Notice is developed.
Corporate Values	Describe where this programme fits in our Corporate Values
Customer focused <i>We will have very satisfied customers</i>	By reviewing and focusing on continuous improvement to address the receipt of a non-statutory Best Value Notice, the organisation will be stronger in the medium to long term and will continue to support the needs of our residents in the services we deliver.
Passionate <i>We will empower our staff to be passionate about all we do</i>	
Performance driven <i>We will strive for excellence in all we do</i>	
Innovative <i>We aim to creatively improve our services</i>	
Delivering excellent value for money <i>We will strive to be as efficient and effective as possible</i>	

Strategic Objectives

Objectives

- Identify the workstreams of the Response Programme and the required outcomes and deliverables (products), allocate appropriate resources and develop the programme plan (by end of Jan 2024).
- Develop and implement a programme plan to address the requirements of the Notice.
- Agree the democratic process for reporting the programme updates.
- Produce an evidence base to support assurance on the organisation’s governance and leadership in response to the Notice.
- Plan for and facilitate an external governance review.
- Assess organisational culture and leadership capacity against the council’s core values and develop an action plan to support a high performing, one team corporate culture across all council departments that actively contributes to strong governance and delivery.
- Ensure all necessary recommendations and action plans are delivered in a timely manner to provide assurance of continuous improvement.
- Develop the formal response to DLUHC and gain necessary approvals prior to submission.

Constraints in which the programme will operate

- The Notice requires an external governance review to be commissioned which aims to provide more in-depth assurance on RBC’s governance and leadership structures in line with Best Value principles. It is a working assumption that this will need to happen, and any report flowing from it, be incorporated into the formal response to DLUHC.
- The Notice remains in place for 12 months from 19 December 2023 with a formal response submitted to DLUHC no later than 19 December 2024.
- There are no scheduled Committee meetings in August for reporting purposes.

Limitations and Assumptions

Limitations that need to be accounted for

e.g. Resource limitations resources will only be available for a time period due to other scheduled activity

- Officer availability – as this is a priority for the organisation, other planned activity may need to be paused or postponed accommodating the work required in the timescale.
- Timescale is tight and need to demonstrate action at pace.
- Potential that multiple workstreams/ programmes will need to run concurrently to achieve timescale and required outcome that could impact further on resource requirements.
- Finance resource will be a significant requirement for multiple workstreams at the same time as closing of accounts. This is a risk to closing of accounts at a time when new external auditors are being brought on board.
- Timelines for reporting through the democratic process requires a significant lead time before a report is presented at Committee and will limit the time available for delivery of the activities required to inform a report.

Assumptions made that are critical for programme success and delivery within set parameters

e.g. Committee members approve the programme

- External consultancy will be necessary to support or deliver aspects of the programme. Spend will need to be approved as per the Financial Regulations and procured compliantly.
- Council leadership will continue to support the programme and the programme plan will continue to progress after the Borough Elections in May 2024. The programme charter will be formally reviewed in May 2024.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
Activities that are ongoing or planned that have interdependencies with the Response Programme:			
<p>Service Review Programme (ongoing programme with interdependencies that will support N-S BVN response)</p> <p>CLT Sponsor: Amanda Fahey</p> <p>PMO Prog Manager: Matt Clift</p>	<p>Demonstrate progress in the delivery of the service review programme as part of continuous improvement and organisational development.</p>	<p>Review of the proposed service reviews considering the Notice.</p> <p>Deliver phase 1 service reviews for Safer Runnymede, Trade Waste, Complaints and Community Transport.</p> <p>Develop the service review plan for next phases and ensure this is built into SAP as appropriate.</p> <p>Facilitate and support the Service Review Officer group to monitor and capture progress and act as critical friend to service review leads.</p> <p>Capture lessons identified and ensure they are learnt by recording change that is applied to continuously improve the service discovery process.</p> <p>Capture achievements and benefits realised and make available to support financial reporting and the N-S BVN response.</p>	<p>Clear forward plan of service reviews that will evidence continuous improvement to support the N-S BVN response.</p> <p>Series of service reviews delivered in a timely manner in accordance with the programme plan that identify areas for improvement, potential savings and efficiencies whilst ensuring services are co-designed with residents and service users.</p>
<p>Savings and Efficiency Programme (ongoing programme with interdependencies that will support N-S BVN response)</p>	<p>Identify and deliver savings and efficiencies to meet the financial requirements to set and maintain a balanced budget</p>	<p>Establishment reconciliation to identify and update both the financial system and HR system to record the correct establishment.</p> <p>Establishment challenge to identify vacant posts that could be deleted.</p>	<p>Identification of disconnect between Finance and HR systems in terms of £1M annual underspend. Reconcile the HR and Finance systems to ensure establishment control. Deliver £1M savings against 2023/24 baseline.</p> <p>All vacant posts are reviewed with the relevant CHoS and any additional savings built into budget reports.</p>

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>CLT Sponsor: Amanda Fahey</p> <p>PMO Prog Manager: Paul Ashman</p>		<p>Professional Services challenge to review interim and consultant appointments for best value and appropriateness.</p> <p>Ensure policy compliance for all honorarium and market supplement payments.</p> <p>Ensure savings initiatives proposed by CHoS are brought forward for delivery and monitor progress.</p> <p>Capture achievements and benefits realised and make available to support financial reporting and the N-S BVN response.</p>	<p>All interim posts and use of external consultants reviewed, and alternative options appraised to ensure value for money in approach.</p> <p>Business cases to support savings and efficiency initiatives come forward in a timely manner to support delivery of the MTFS action plan and reduce the budget gap identified.</p> <p>Delivery of approved savings and efficiency initiatives in the timelines agreed to meet the savings target set out in the MTFS</p> <p>Benefits realisation and savings tracked and included in MTFS scenarios and budget reports.</p>
<p>Review of the Corporate Business Plan 2022-2026</p> <p>CLT Sponsor: Andrew Pritchard</p> <p>Lead: Sarah Hall</p>	<p>To review and validate that, at the midpoint of the plan and following local Borough elections, the strategic direction of the borough continues to reflect the environment in which the authority operates.</p>	<p>Produce an update on actions delivered, actions approved for delivery in 24/25 and outstanding actions.</p> <p>As part of the Annual report, provide a narrative of delivery against the Corporate Business Plan.</p> <p>Engage with stakeholders to review and validate the strategic direction of the borough is reflected in the CBP. To take place in May 2024 after the local elections and to reflect the 2-year midpoint of the Corporate Business Plan.</p>	<p>Report prepared.</p> <p>Annual report prepared.</p> <p>Any amendments to the strategic direction of the Council documented and approved and change implemented.</p>
<p>Audit backlog measures</p>	<p>To address the external audit backlog to meet the Government's backstop date</p>	<p>Respond to consultation.</p> <p>Work through timing of audit opinions.</p>	<p>Legacy accounts predating 2023/24 financial year closed.</p>

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>CLT Sponsor: Amanda Fahey</p> <p>Lead: Paul French</p>	<p>of 30 September 2024 for the publication of all outstanding audited accounts from 2022/23 and earlier</p>	<p>Respond to any audit recommendations.</p> <p>Explore implications of a disclaimed opinion.</p>	
<p>Prepare Financial Settlement productivity plans</p> <p>CLT Sponsor: TBC</p> <p>Lead: TBC (when more detail is released)</p>	<p>To provide DLUHC with productivity plans setting out how RBC will improve service performance and ensure every area is making best use of taxpayers' money.</p>	<p>Information released 05/02/24:</p> <p>4.1. Alongside the final settlement, the Government confirmed that it will require councils to publish local productivity plans – agreed by Council Leaders and members - by 28 July 2024, identifying ways to unlock productivity improvements and setting out the key implementation milestones. The expectation is that they cover the following main areas:</p> <ul style="list-style-type: none"> -transformation of services to make better use of resources; -opportunities to take advantage of advances in technology and make better use of data to inform decision making and service design; -ways to reduce wasteful spend within systems, including specific consideration of expenditure on consultants and staff Equality, Diversity and Inclusion programmes – this does not include programmes designed to promote integration and civic pride, and counter extremism; and -barriers preventing activity that Government can help to reduce or remove. <p>4.2. Councils will have to provide progress updates against these plans.</p> <p>4.3. At the time of writing, there is no specific guidance on the plans and the Government says it will work with the local government sector on the approach to producing these plans, but the plans</p>	<p>Provide the required information to DLUHC to support the improved Financial Settlement communicated on 24 January 2024. 240124 DLUHC SoS to Leaders - INCREASED FUNDING FOR LOCAL GOVERNMENT AT THE FINAL LOCAL GOVERNMENT FINANCE SETTLEMENT (002).pdf</p> <p>Deadline for productivity plans to be published with Full Council approval is 28 July 2024.</p>

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
		should be short and draw on work councils have already done. 4.4. Government intends to monitor these plans, and funding settlements in future will be informed by performance against them.	
Non-Statutory Best Value Notice Programme Activities			
Self-assessment against Best Value Guidance CLT sponsor: Andrew Pritchard Lead: Sarah Hall	To perform a self-assessment of ‘what good looks like’ to identify areas for continuous improvement. Develop an evidence base to illustrate the response to the self-assessment. Identify any gaps or areas for improvement against the Best Value themes	For each Best Value theme identify a Lead Officer to own delivering that evidence set: identify areas and individuals that would need to respond for each element. Review the element with the area and prepare a narrative of how the Council meets the guidance (or not). Identify key documents and evidence to support the narrative and upload to the evidence library. Develop a report and recommendations based on the self-assessment for Member scrutiny.	Highlight success, leading practice and identify areas for improvement against the Best Value themes and report recommendations and an action plan to Committee in support of the N-S BVN response. Curate an evidence library to provide documentation to support the self-assessment and response to N-S BVN as required. Detailed assessment against: Theme 1 Continuous Improvement Theme 2 Leadership Theme 3 Governance Theme 4 Culture Theme 5 Use of Resources Theme 6 Service Delivery Theme 7 Partnerships & Community Engagement
General Fund Capital Review	Although this already happens as part of business	Inputs required: Condition survey reports of operational buildings, fleet strategy and capital	Committee approval of General Fund capital programme

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
CLT sponsor: Amanda Fahey Lead: Paul French	and budget planning, the requirement is for an updated and accurate 30-year capital programme to support longer-term view and planning	replacement programme, digital strategy and hardware/software replacement programme Produce and review a 30-year General Fund Asset programme to include fleet and digital hardware/ ICT refresh.	
Governance Review of Companies CLT sponsor: Mario Leo Lead: Amanda Fahey	Engage an external specialist to independently review the governance of Runnymede Borough Council company structures	Develop a brief/ specification for the engagement of a consultant. Procure and execute the contract for the work. Mobilise, prepare for and support facilitation of the review. Receive and review the final report and recommendations. Assess costs of implementation of recommendations against risk and develop an action plan for implementation. Review progress against the action plan to demonstrate delivery to close out the actions.	Clear understanding of risk and opportunities relating to the RBC companies. 1. What was the original intent to having a company structure. 2. What is the structure, governance arrangement and reporting mechanism in place now. 3. Is the original intent met by the current model? 4. Applying leading practice to assure company governance – review the current model. 5. Make recommendations to mitigate risk, improve assurance from matters identified in items 1 – 4. 6. Add comment on whether the companies are necessary (a) as an entity (b) to deliver on their intent. 7. Clarity over the delineation between the remit of the 3 companies and of the Council Action plan developed and implemented to address any recommendations.
Review Commercial Portfolio Resilience CLT sponsor: Amanda Fahey	To review the commercial portfolio resilience in terms of 3 key areas: - Portfolio performance - Finance resilience	A scenario-based review of financial resilience that addresses potential fluctuations in income and capital value of assets over the life of the MTFs. Detailed modelling of the relative merit of disposal, for capital receipt, reduced MRP liability and	Evidence base showing the relative merit of disposal v retention for each commercial asset. Receipt of assurance report on company financial resilience.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
Lead: Alex Williams	<ul style="list-style-type: none"> - Scenario plans for disposal/retention <p>Link to 24/25 SAP ID: AR045 Review asset strategy in line with MSCI performance data</p> <p>Link to existing 23/24 SAP ID: AR019 Asset Challenge</p>	<p>overhead costs v. servicing debt, MRP and Income benefit.</p> <p>Market valuation for sale of 'going concern' commercial activities.</p> <p>Implement a formal external review of commercial portfolio performance.</p>	Action plan developed and implemented to address any recommendations.
<p>Review A&R capacity and capability (interdependency with governance review of companies)</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Leads: Kate Enver</p>	<p>Ensure that the A&R team have the capacity and capability to manage the existing property portfolio and can flex as necessary to support asset reviews and challenge.</p> <p>Link to existing 23/24 SAP ID: AR021 Change Management for A&R</p>	<p>Review and identify resource gaps and capacity and capability issues in the current structure. Link this to the recommendations and outcomes of the Governance review of the companies.</p> <p>Produce proposal for any change to team structure to address gaps and deficiencies. Report to Corporate Management Committee.</p> <p>Produce consultation pack.</p> <p>Seek relevant approvals.</p> <p>Consult with the Union and staff for necessary time period.</p> <p>Implement restructure.</p> <p>Review restructure</p>	<p>Improved staffing structure to support capacity and capability requirements of the service area.</p> <p>Improved staff morale and team culture to reduce staff turnover and improve staff retention.</p> <p>Succession plan in place in case of any staffing changes to reduce reliance on interims or consultants.</p>
Demonstrate implementation of CIPFA report recommendations.	To respond to the CIPFA report recommendations with associated evidence to	Continue to deliver the action plan to address the recommendations.	Response to CIPFA regarding recommendations made in the July 2023 report is accepted to close out the action plan.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>CLT sponsor: Amanda Fahey</p> <p>Lead: Paul French</p>	<p>demonstrate delivery and continuous improvement.</p> <p>Link to SAP IDs: CIPFA000 – CIPFA009</p>	<p>Narrative and evidence base produced to illustrate achievement of the action plan.</p> <p>Continue to report progress against the action plan in the MTFS reports during the year.</p>	
<p>Assess organisational culture and leadership capacity.</p> <p>CLT sponsor: Phil Turner</p> <p>Lead: Kate Enver</p>	<p>Culture and leadership aligned to core values and strategic priorities, and operational decisions being made in the corporate interests</p>	<p>Design and implement a programme of work to test and develop the organisational culture with a focus on core values, effective corporate relationships and one team ethos.</p> <p>Undertake an internal “where are we now” review taking advantage of senior managers who have recently joined the organisation.</p> <p>Scope potential need for external support and what can be delivered within existing resources.</p> <p>Develop and deliver a programme of work that engages SLT, managers and staff in a conversation that focuses on ‘what good looks like’.</p> <p>Ensure confidential reporting and whistleblower systems are in place and accessible</p>	<p>One team culture feeding into leadership in keeping with the organisation’s core values.</p> <p>SLT operating as an effective team in the corporate interests and with residents at the heart of everything we do.</p> <p>Everyone in the organisation has a clear understanding of what ‘good’ looks like and the council’s leadership provides a consistent vision and direction, contributing to a vibrant and positive organisational culture.</p>
<p>Deliver external governance review.</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Lead: Sarah Hall</p>	<p>To engage with the LGA to deliver a Peer Challenge review.</p>	<p>Commission a LGA Corporate Peer Challenge.</p> <p>Support the preparation and coordination of the review.</p> <p>Receive and review the final report and recommendations.</p>	<p>Corporate Peer Challenge (CPC) delivered September / October 2024</p> <p>Report received.</p> <p>Action plan developed and approved.</p> <p>Actions implemented.</p>

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
		Develop an action plan for implementation. Review progress against the action plan to demonstrate delivery to close out the actions.	Follow-up peer response session scheduled ~10 months after the initial visit. Progress review report published within twelve months of the CPC taking place.
Produce report to DLUHC in response to Non-Statutory Best Value Notice CLT sponsor: Andrew Pritchard Lead: TBC	Produce an evidence-based submission from Runnymede Borough Council, as a formal response to the Best Value Notice 2024.	Collate all required evidence, reports and updates against action plans and consolidate in a submission for DLUHC. It is anticipated that outputs from the workstreams will form the major part of the submission and therefore these will be supplied to DLUHC as part of the ongoing dialogue with DLUHC during the 12 month period.	Submission of report to DLUHC by deadline date

Tolerances *(A permissible variation from the time and budget expectations set out at the start of the programme)*

What are the tolerances that are permitted for the programme?

As a Programme Manager these are the tolerances that you can work to without further approval from the Programme Sponsor.

These need to be approved by the Programme Sponsor during Programme Initiation and will inform the Programme Reporting RAG indicators

Mandatory:

- TIMELINE / SCHEDULE**

Original programme completion date by 5 December 2024 ± 2 weeks (no later than 19 December 2024);
If the programme completion date is re-baselined during the programme, this tolerance may need amending.

- BUDGET**

Programme spend to be no more than **£110,000 + £15,000 PERMITTED CONTINGENCY** (SUBJECT TO CMC approval 22 Feb 2024)

If change requests are approved during the programme that change the approved budget, this will need amending.

- RISK / ISSUES**

Risk scores (probability x impact) below 9 are acceptable. Risks identified above 9 must be reported on the Risk Management system and escalated for consideration on the relevant service risk register.

For all other tolerances identified, RAG reporting indicators are:

Green – On track and within tolerances

Amber – Issue raised and actively mitigated within tolerances excepted

Red – Critical issue identified that requires action outside of tolerances

Please reflect your approved tolerances in the reporting section below:

Timeline Reporting RAG indicators

RAG	Description	Tolerances
GREEN	applied if the programme is on track to complete within the permitted tolerances set above	0 to 1 weeks
AMBER	applied if the programme has, or is currently predicted to exceed the completion date but active mitigation under programme control to bring back within tolerances	1 to 2 weeks
RED	applied if the programme has, or is currently predicted to exceed the completion date but mitigation requires additional authorisation or mitigation is dependent on external factors not under programme control or no mitigation possible	Beyond Dec 19 th 2024

Budget Reporting RAG indicators (SUBJECT TO CMC approval 22 Feb 2024)

GREEN	applied if the programme spend is forecast to be within the permitted tolerances set above	Within or below £110,000
AMBER	applied if the programme has, or is predicted to overspend but this has been approved by Programme Sponsor and/or Committee (dependent on value of overspend)	Use of upto £15,000 contingency
RED	applied if the programme has, or is predicted to overspend and no approval for overspend in place	More than £125,000 in total

Risk Reporting RAG indicators

GREEN	Applied if the programme risks identified all score less than 9	Less than 9
AMBER	Applied if any programme risks identified scores between 9 to 12	9-12
RED	Applied if any programme risks identified score above 15	15 or more

Budget TBC (SUBJECT TO CMC approval 22 Feb 2024)				
Summary	(Budget Baseline)	FY 23/24	FY 24/25	TOTAL
Capital Costs	£ _	NIL	NIL	NIL
Revenue Budget	£95,000			
External review of governance of company structures		NIL	£40,000	£40,000
Finance resource		NIL	£50,000	£50,000
LGA CPC expenditure		NIL	£5,000	£3,000
External facilitation of cultural assessment		NIL	£15,000	£15,000
<i>Contingency</i>	<i>£15,000</i>	<i>NIL</i>	<i>£15,000</i>	<i>£15,000</i>
	£125,000		£125,000	£125,000

*Ensure that Programme Funding approvals (e.g. Supplemental Estimates, Committee Approvals etc) are saved in the Teams area
CMC Feb 2024 – Request for budget*

Programme Team		
Role	Name	Service Area
Programme Sponsor	Andrew Pritchard	CEX
Programme Manager	Sarah Hall	CEX Office - PMO
Programme Team	Amanda Fahey	ACE (S151)
	Paul French	Finance
	Phil Turner	ACE (Place)
	Mario Leo	Monitoring Officer
	Kate Enver	People, Culture & Engagement
Workstream Leads	Alex Williams	Workstream – Review company resilience
	Kate Enver	Workstream – A&R team structure Workstream – organisational culture assessment
	Paul French	Workstream – GF capital programme review Workstream - Demonstrate implementation of CIPFA report recommendations. Workstream - Audit backlog measures
	Sarah Hall	Workstream - Self-assessment against Best Value Guidance Workstream – Review CBP Workstream – External governance review
	Amanda Fahey	Workstream - Governance Review of Companies
Partners and Contractors (any third parties / contractors involved in delivering the programme)		
Name	Company	Role in the programme
	██████████ (TBC)	To conduct Governance review of company structures

Programme Team

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Monitoring and Reporting

Meetings

Meeting Name / Description	Lead	Attendees*	Frequency
One-2-One Meetings	Programme Sponsor	Programme Manager	Fortnightly
	Programme Manager	Workstream Leads/ Teams	As required
Programme Team Meetings	Programme Manager	Workstream Leads/ Teams	Regular (frequency TBC)
Programme Board	Programme Sponsor		Monthly (minimum)
Progress Updates for PMO reporting	Programme Manager		Monthly (mandatory)
Workshops			Ad Hoc

* List any people with whom minutes should be shared, in addition to regular attendees

Democratic Reporting Intent

As described in the Table above, each workstream will produce an outcome or deliverable. Depending on the 'product', reports may need to seek Committee approval for implementation. This will be dependent on the purpose of each Committee as per the Constitution.

Committee	Scope and Purpose
Standards & Audit Cttee	To be made aware of the risks and any action plans developed as outcomes of workstreams. To note that reporting of risks identified will be in accordance with the risk management framework.
Corporate Management Cttee	Budget approval for the programme expenditure To note that as part of regular project portfolio reporting, the programme will be reported on a Qly basis to CMC at the meeting scheduled after the end of each quarterly reporting period Q4, Q1, Q2, Q3. RAG status will be reported as part of the monthly dashboard that is published to Members in the Teams area.
Full Council	Summary of the workstream outcomes and deliverables that make up the evidence base for the response.

Programme Risks – to be reviewed by Programme Team and added to the Risk Management system

Description	Post-mitigation Risk Score P x I (see Risk Matrix)	Owner Name / Department	Mitigation / Help needed	Risk Response
BVN001 Officers may be unable to engage in, support and deliver the work programme and workstreams at pace due to other competing priorities.	3 x 3 = 9	Andrew Pritchard	As this is a priority for the organisation, other planned activity may need to be paused or postponed accommodating the work required in the timescale.	Reduction: treat the risk to reduce the probability or impact if the risk were to occur
BVN002 Due to time constraints of response, procurement of external consultancy (if required) may need to be subject to a CSO waiver for a direct award if justified and compliant with PCR.	4 x 2 = 8	Amanda Fahey	Early discussion with Procurement, waiver application submitted for Procurement Board decision. Spend is under the PCR 2015 Regulations threshold therefore subject to RBC's CSOs.	Acceptance: accept and tolerate the risk
BVN003 Time constraints of Committee reporting cycle will be additional pressure on timelines when reports are taken to Committee.	5 x 3 = 15	Mario Leo	Programme plan to include reporting deadlines for relevant Committee meetings. Special Committee meetings may need to be arranged if timelines do not allow route through scheduled Committee meeting dates.	Contingency: action plan implemented to reduce the impact of the risk
BVN004 12m deadline for response to DLUHC is the same day as Full Council meeting.	5 x 3 = 15	Andrew Pritchard	Agree with DLUHC that submission of evidence and response will be spread over the 12m period as and when reports and deliverables come forward from the workstreams. Provide CMC and Full Council with a programme summary report ahead of the deadline.	Contingency: action plan implemented to reduce the impact of the risk
BVN005 Failure to demonstrate continuous improvement to DLUHC could result in further sanctions, issuing of an additional Notice and escalation. 'This Notice will remain in place for 12 months, after which time, should DLUHC deem it necessary to continue to seek assurance through such a Notice, the Notice will be reissued. The Notice may be withdrawn or escalated at any point based on the available evidence.'	3 x 3 = 9	Andrew Pritchard	This work programme will support the response to DLUHC and produce the evidence anticipated to be required. Ongoing dialogue with DLUHC during the time period to manage closely and keep satisfied.	Reduction: treat the risk to reduce the probability or impact if the risk were to occur
BVN006 DLUHC/ Oflog metrics by which we are measured are subjective	3 x 3 = 9	Andrew Pritchard	Ensure ongoing dialogue with DLUHC.	

Programme Charter – Non-Statutory Best Value Notice Response

Programme Planning Stage

Programme Execution Stage

Programme Risks – *to be reviewed by Programme Team and added to the Risk Management system*

and therefore there is no clear exit strategy from intervention.			Develop a clear exit strategy that is agreed by DLUHC. Continue to lobby and provide feedback on Oflog metrics	
BVN007 Local election in May 2024 may result in a change of administration that could change the Council's strategic priorities.	3 x 3 = 9	Andrew Pritchard	Ensure ongoing dialogue with all parties regarding strategic priorities. Formal review of Corporate Plan scheduled for May 2024 post local elections	Reduction: treat the risk to reduce the probability or impact if the risk were to occur
BVN008 General election may be called during the N-S BV notice response period that may impact on the BVN process and requirements.	3 x 3 = 9	Andrew Pritchard		Acceptance: accept and tolerate the risk
BVN009 Progress against the Action Plan arising from the 2019 LGA Corporate Peer Challenge was not taken to Cttee (likely due to covid pandemic and change in personnel). The action plan was not formally closed out. This could impact on CPC 2024.	TBC	Andrew Pritchard	This will need to be explained and followed-up as part of the BVN response programme prior to a CPC in 2024. Include the follow-up to the action plan in the report to S&A informing intent to hold CPC 2024 (May mtg)	Acceptance: accept and tolerate the risk

Risk Matrix:

LIKELIHOOD (A)	Certain 5	5	10	15	20	25
	Probable 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Highly unlikely 1	1	2	3	4	5
		Negligible 1	Small 2	Noticeable 3	Serious + Significant 4	Critical + Considerable 5
	IMPACT (B)					

Green = Low risk, Amber 9 = Medium risk, Amber 10–12 high risk, Red = High risk

Likelihood of Occurrence (A)	Severity of Impact (B)
1 – Highly unlikely to happen	1 – Negligible impact
2 – Unlikely to happen	2 – Only a small effect
3 – Possibly will happen	3 – Noticeable effect
4 – Probably will happen	4 – Serious problem with significant impact
5 – Certain to happen	5 – Critical issue and considerable impact

Stakeholder Identification						
Stakeholder Name e.g. Group / Organisation / Individual	Key Contact Name / Details	Involvement in Programme	Potential Impact on Programme	Influence on Programme	Engagement Type	Strategy for engaging Stakeholder
Leader / Administration			High	High	Manage closely	Weekly Leader meetings
Opposition group leaders			Medium	Medium	Keep informed	Group Leader meetings (as scheduled)
Members			Medium	Medium	Keep informed	Service Chairs, Member briefings may be required (TBC)
MP			Medium	Medium	Keep informed	CEX meets regularly with MP
DLUHC officials	DLUHC civil servants	Keep updated on progress and continue dialogue	High	High	Manage closely	Quarterly meeting scheduled
OFLOG		Respond to OFLOG consultation(s) as necessary;	Low	Low	Keep satisfied	
CIPFA		Continue dialogue and progress in implementation of recommendations	High	Low	Keep satisfied	ACE (S151) to maintain dialogue
External auditors	Grant Thornton (2023/24); BDO (2022/23 and prior)	Inform of BVN	High	Low	Keep satisfied	ACE (S151) and CHoF to maintain dialogue
Internal audit	TIAA (upto May 2024); SIAP (2024/25 onwards)	Inform of BVN	Medium	Low	Monitor	ACE (S151) to maintain dialogue
SLT		Significant input into workstreams required as identified in the plan	High	High	Keep informed	Monthly SLT meetings
Staff		Other staff from across the organisation will be required to fulfil some activities in the plan	High	High	Keep informed	CEX roadshow meetings (all staff); specific meetings and updates
Residents			Medium	Medium	Monitor	Communication strategy to be developed. Publish all related documents on website for transparency.

Stakeholder Identification						
Surrey Leaders		Interested parties	Low	Low	Monitor	CEX to maintain dialogue with Surrey Leaders
Surrey LA CEXs		Interested parties	Low	Low	Monitor	CEX to maintain dialogue with Surrey CEXs
News outlets		Interested parties	Medium	Low	Monitor	Head of Public Relations & Marketing to monitor and respond as per BAU

Report title	Financial Services Resourcing
Report author	Paul French – Corporate Head of Finance
Department	Financial Services
Exempt?	No
Exemption type	not applicable
Reasons for exemption	not applicable

Purpose of report:

- **To resolve**

Synopsis of report:

To address the need for additional resources in the accountancy team to cover existing and future work streams.

Recommendation(s):

- The creation of a new Chief Accountant post at grade of SMA/SMB to be financed from virements from existing budgets as set out in the report.**

1. Context and background of report

- 1.1 The Financial Services Section is managed by the Corporate Head of Finance (the Council's deputy section 151 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.
- 1.2 As part of the Council's Voluntary Redundancy Scheme (VR) approved in June 2021, two long standing members of Financial Services were granted VR. Subsequent to that, in March 2022 the Corporate Management Committee received a report on a proposed Financial Services Restructure and approved several changes to the Establishment looking to address the loss of 4 key employees in a short space of time, who took with them a wealth of Runnymede knowledge and experience.
- 1.3 Since that date additional pressures and the recruitment of less experienced staff has started to have an impact on service delivery in the Accountancy team which has led to the Corporate Head of Finance (CHF) undertaking more routine team work at the expense of managing the team and focusing on strategy. This is something that now needs to be addressed in order to manage additional pressures and workloads that have been identified over the next two years.

2. Report

- 2.1 During late 2021 and early 2022, the CHF lost two direct reports and two further senior managers within a short period of time, one through VR, one due to relocating and two through early retirement. This led to the team losing a wealth of experience that is proving difficult to replace.
- 2.2 In March 2022 the CHF presented a Restructure report to the Corporate Management Committee to address several issues in the Exchequer Services team and to help with the additional workloads taken on in the preceding few years. This was made possible by deleting the hard to recruit to Chief Accountant post from the Establishment. Overall, these changes were ultimately done at no cost to the Council.
- 2.3 In fact, in the last few years the Financial Services division has created savings through redundancies totalling £124,000 (£85,000 VR, £39,000 compulsory – both in the Exchequer services division), by bringing the insurance function back in-house (saving £20,000 a year) and introducing the Shared Cost Additional Voluntary Contribution Pension Scheme that generates an annual saving of £13,000. All of these have been achieved through efficiencies. At the same time, the teams have taken on an additional burden via the council's commercial and partnership working arrangements.
- 2.4 One of the assumptions behind the Restructure in 2022 was that the Council's property Service Charges regime would be externalised to an external provider with service charge expertise, thereby releasing additional resources back into the team. Unfortunately due to resourcing issues within both the Assets and Finance teams, this has not been able to occur and there is now a need to reconcile a lot of complex outstanding charges on our commercial and property assets split over several systems. However, this piece of work is now in hand, and it is hoped that with the additional resource now being requested, all service charge reconciliations can be completed over the next year and passed onto an external provider in thereafter.
- 2.5 Recruitment issues meant that for a majority of 2022, the accountancy team was operating with two to three vacancies for most of the year. One year later, whilst the team are now fully staffed, a lack of local government finance experience, and two team members starting their accountancy journey, means the team are finding it hard to catch up and cope with the ever increasing workloads. This has led to the CHF undertaking more routine day to day work at the expense of his wider strategic role.
- 2.6 Losing the Chief Accountant post to fill gaps elsewhere, removed the Senior Management expertise and capacity from the division, this means that there is now a huge gap between the Senior Accountant level (middle management grade) and the Corporate Head leading to a void of knowledge and experience causing problems for career progression and succession planning.
- 2.7 As well as a lack of experience, additional pressures in the last two years can be summarised as:
 - Increased workload of Assistant CEO (s151) having a knock-on effect on the CHF
 - Addressing the DLUHC/CIPFA requirements (which will become meeting the non-statutory Best Value Notice requirements going forward)
 - Ongoing need to make efficiencies and the Service Review Programme
 - Additional regulatory reporting requirements

- Increased requirement for Member and staff financial training

2.8 Looking forward, the Closing of Accounts process reverts back to a 2 month window (from 4 months), and there will be the requirement to catch up on 4 years of missed external audits and that of the current financial year. The implementation of a new Financial Management System over the next two years, despite the need for a project manager, will also be a huge demand on the team's staffing resources.

Proposal

2.8 Officers would like to reintroduce a Chief Accountant post to oversee the Accountancy team and provide additional senior management technical expertise for the Council and to the Accountancy team thus enabling the CHF to focus on more strategic and corporate issues (such as dealing with addressing the non-statutory Best Value Notice) and will immediately address the problem of succession planning and career pathways.

2.9 This will provide the additional capacity to allow the team to get over the immediate problem of the Closing of Accounts, dealing with several external audits at once (from two audit companies) and will free up time to kick start and deliver the Financial Management System (FMS), banking and other time consuming and resource hungry procurement exercises.

2.10 If approved, this will allow the team to focus on the implementation the new FMS system, which will hopefully bring with it several processing and reporting efficiencies to the benefit of staff and members alike. By then, we should also know the future consequences for the Council of the Levelling Up Act, the non-statutory Best Value Notice (BVN), and the Council's future funding position. This will help inform us of our future resourcing requirements, which will then enable us to review our structure to meet our future demands.

3 Resource implications/Value for Money

3.1 The former Chief Accountant post was set at grade SMA/SMB which at mid-point with on-costs comes to approximately £81,000. Whilst we had trouble recruiting to this post 2 years ago, it is hoped that the market will have moved on. Having spoken to the Human Resources team and looked at similar jobs in the local area, this would appear to still be the correct range for the role.

3.2 In order to resource the proposal of a Chief Accountant post a combination of the following budgets will be used:

- | | |
|---|---------|
| • Accountancy Closing Temporary staffing | £16,000 |
| • Chief Executives Salary Contingency | £30,000 |
| • Savings in other staffing budgets (see below) | £35,000 |

3.3 The Corporate Head of Customer, Digital and Collection Services (CHCDCS) has identified vacancies within her staffing budgets that will be utilised for this purpose.

3.4 The proposed Job Description and Person Specification are set out in Appendix A and would mean the Financial Service division structure would be as set out in Appendix B.

4. Human Resources

- 4.1 This report outlines the requirement for additional business critical skills and capacity within the Accountancy Team. The action taken to date to adequately recruit, develop and resource the team has been achieved through a considered approach to succession and workforce planning – identifying the skills we need currently and in the future. This demonstrates that we are delivering the key priorities within the Council’s Organisational Development and Talent Management Strategies.
- 4.2 The national pay benchmarking tool Cendex and completion of local pay benchmarking informs an appropriate grade and remuneration package for the newly requested Chief Accountant position.

5. Legal implications

- 5.1 Under the provisions of section 112 Local Government Act 1972 a local authority shall appoint such officers as they think necessary for the proper discharge by the authority of such of their or another authority’s functions as fall to be discharged by them. An officer appointed by a local authority shall hold office on such reasonable terms and conditions, including conditions as to remuneration, as the authority appointing them think fit.

6. Equality implications

- 6.1 There are no equality implications arising from this report

7. Environmental/Sustainability/Biodiversity implications

- 7.1 There are no such implications arising from this report

8. Risk Implications

- 8.1 The risks associated with this report stem more from the consequences of not getting an additional resource. This includes work to satisfy the non-statutory Best Value Notice, the service review and improvement programme, implementation of a new Financial Management System, completion of the closing of accounts for 2023-24 by the shortened completion timetable and dealing with four years of external audits from two different audit companies.

9. Timetable for Implementation

- 9.1 Recruitment will begin as soon as approval is given for the post

10. Conclusions

- 10.1 The Finance restructure undertaken in 2022 removed the Chief Accountant post in order to get more bodies into the team to deal with the increased workloads at that time. With further additional workloads since that decision, the loss of a senior manager under the Corporate Head now needs to be addressed to relieve pressure and provide a more balanced stepping stone for future succession plans.

11. Background papers

- Financial Services Restructure Report – Corporate Management Committee
March 2022

12. Appendices

- Chief Accountant Job Description
- Proposed Financial Services Team Structure

Chief Accountant



Job Description

1. POST DETAILS

Business Centre:	Financial Services
Division:	Accountancy
Post Number:	TBC
Working Hours:	37
Grade:	SMA/SMB
Work Base:	Civic Offices, Addlestone
Prepared/Agreed by:	Paul French/Amanda Fahey
Date:	20/01/24

2. ORGANISATIONAL RELATIONSHIPS

Reports to:	Corporate Head of Finance
Deputising Responsibility:	Corporate Head of Finance
Directly Supervises:	2 Posts
Indirectly Supervises:	Responsible for the Accountancy Section (9 posts)

3. JOB PURPOSE (What is the job trying to do?)

- Provide a full range of costing, budgeting, and accounting services for the Council and its associated companies.
- Ensure that all aspects of the work of the finance team meets relevant statutory requirements and professional Codes of Practice, particularly those in respect of financial accounting, treasury management and taxation activities.
- Provide financial support and advice to all stakeholders to ensure that the best use is made of available financial resources and that decisions are based on appropriate and accurate consideration of the relevant financial issues.

4. OBJECTIVES (What is the purpose of the job?)

- To lead and in the preparation of the annual budget and closing of accounts exercises.

- To lead, encourage, manage and inspire the accountancy team in providing a full range of costing, budgeting, and accounting services
- Overall responsibility for the Council's Capital Programme and capital accounting in general
- Assist in shaping strategies, policies and plans for services which support the vision and long-term direction of the Council

5. MAIN DUTIES OF THE POST

Financial Support and Advice

- Provide a full consultancy service on financial matters, to ensure that decisions are based on appropriate and accurate consideration of the relevant financial issues.
- Directing the Accountancy Section so that they provide a comprehensive financial information service to budget managers and heads of services.
- Prepare reports on relevant finance related topics as directed and where appropriate, providing professional input to all other reports to ensure financial consequences are fully explained.
- Provide proactive and responsive advice and support to managers giving verbal and written advice, in order to assist them in applying and understanding the Council's financial rules and procedures
- Attendance at working parties, project teams and committee meetings (including those outside normal office hours), and providing financial evaluations, costings and advice to enable decisions to be made that assist in the achievement of the aims of these groups.
- Complete claims for grants and reimbursements and complex financial and statistical returns for government departments, professional bodies and other relevant organisations.

Budget Formulation and Monitoring

- Establish an effective plan for the preparation of the annual budget by setting out the timetable and the procedures to be followed by all staff ensuring consistency with the Council's financial strategy.
- Prepare annual budgets for Council services by using information supplied by, and in consultation with, Budget Managers and from allocation working papers and analysing information as appropriate.
- Develop the system for budgetary control to ensure that variances are identified and reported effectively and efficiently, and appropriate action taken where necessary.
- Provide regular and up to date financial statements and management information by presenting information in suitable report formats to enable managers to monitor adherence to their budgets effectively.

Closing of Accounts

- Prepare, develop and monitor the annual Closing of Accounts Programme by establishing procedures to be followed by Accountants and managers and monitoring progress against the programme, to ensure that the detailed accounts are prepared in time.
- Lead in the preparation of high quality Statement of Accounts in accordance with statutory requirements and proper accounting practices to meet the requirements of legislation and to the satisfaction of external auditors.

Capital Accounting and Capital Programme

- Prepare and develop the Council's Capital Programme ensuring the correct formal approvals are made and that the programme meets the Council's aims and objectives set out in the Capital Strategy
- Maintaining, controlling and monitoring expenditure on capital projects against the approved capital programme and providing advice on capital expenditure and financing issues to relevant stakeholders to ensure compliance with Financial Regulations, and relevant accounting practices.
- Maintain and operate the Capital Accounting system by undertaking the role of Systems Administrator ensuring all records are up to date.
- Prepare reports on Prudential Indicators for Committee by developing systems that enable the information required to be efficiently and effectively generated and monitored in a way that is consistent with both professional guidelines and the Council's aims and objectives.

Management of Staff and Resources

- Take a leading role in improving the quality and efficiency of all the services carried out by the Accountancy Section.
- Provide direction, advice and support to all staff within the Financial Services Division, encouraging initiative, innovation and teamwork to inspire and empower the team to working effectively towards agreed objectives.
- Undertake effective staff management, including performance appraisal and the identification of training and development needs.

Other

- To assist in and support the response of the Council in relation to a borough emergency.

General

The above is a record of the main duties and responsibilities of this post at a given date. The job may naturally change to meet the requirements of the service. If the changes are more significant your manager will discuss this with you.

The post holder will be required to work outside normal office hours, including attendance at evening meetings

The post-holder will undertake continuous professional development to ensure that best practice is delivered within all financial management activities to the benefit of both the post holder and the Council

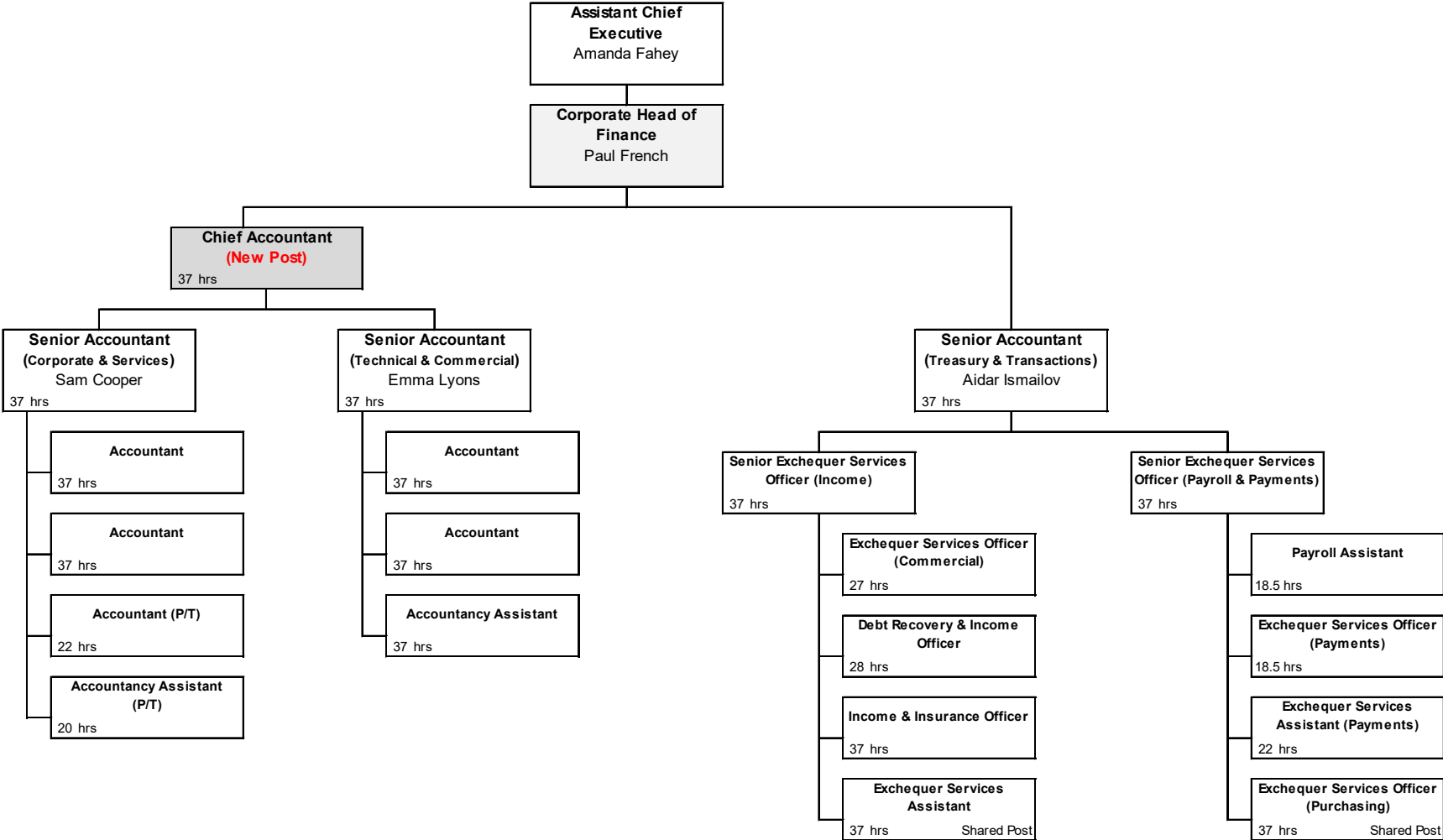
Person Specification

Please indicate whether the criteria is assessed against the application form or interview by using a ✓ in the columns to the right.

	Method of Assessment	
	App Form	Interview
<u>Essential Qualifications</u> <ul style="list-style-type: none"> • Qualified member of a CCAB body with full membership 	✓	
<u>Desirable Qualifications</u> <ul style="list-style-type: none"> • CIPFA membership • Management qualification • Training specifically linked to local government accounting e.g. IFRS, capital and treasury 	✓ ✓ ✓	✓
<u>Essential Working Experience</u> <ul style="list-style-type: none"> • Extensive post-qualification experience in local government in a management position • Recent experience of preparing the statutory Statement of Accounts for a local authority • Prepared and monitored budgets for local government activities in consultation with service managers • Excellent first-hand knowledge of local authority treasury and capital accounting • Experience of dealing with and managing change and change management issues in the workplace 	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
<u>Desirable Working Experience</u> <ul style="list-style-type: none"> • Leading teams in the completion of the annual budget and Statement of Accounts exercises • Experience in acting as systems administrator for a financial IT system • Experience in accounting for Council owned companies • Experience of working with a local authority HRA 	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
<u>Essential Skills/Attributes</u> <ul style="list-style-type: none"> • Demonstrate a high degree of numeracy and accuracy • Confident with using figures and has the ability to collect, understand and interpret information and explain the meaning of figures in a clear way to non-finance staff and other stakeholders • Ability to understand, analyse and interpret complex management and financial data and present it in a format suitable for reporting • Able to write concise reports on complex issues that are understandable at all levels of the organisation. • Able to review and proof-read documentation effectively to check for completeness and accuracy • Support managers in meeting their financial responsibilities 		✓ ✓ ✓ ✓ ✓ ✓

<ul style="list-style-type: none"> • Ability to balances own team and service priorities with the wider strategic needs of the Council • Organise and prioritise workload to meet specific deadlines 		<ul style="list-style-type: none"> ✓ ✓
<p><u>Desirable Skills/Attributes</u></p> <ul style="list-style-type: none"> • Ability to develop the potential of IT packages • Experience of Project Planning and Project Management • Ability to work accurately and methodically to deadlines. • Able to cope with competing demands and multiple deadlines • Able to resolve difficult or complex issues • Able to organise own workload and work independently 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓
<p><u>Essential Personal Qualities</u></p> <ul style="list-style-type: none"> • Able to communicate effectively, at all levels of an organisation both verbally and in writing • Leads by setting the highest standard in upholding integrity and ethical behaviour and sets an example for the desired behaviour and performance of staff • Honesty and integrity in handling personal financial information. • Ability to work co-operatively and willingly with others, supporting colleagues and sharing workloads. • Calm under pressure • Coach and motivate team members in such a way that it inspires 'buy-in' 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓
<p><u>Desirable Personal Qualities</u></p> <ul style="list-style-type: none"> • Confident to probe and query written, or verbal information provided by others • Leads and ensures effective implementation of change • Demonstrates political awareness and effectively manages the interface with Elected Members 		<ul style="list-style-type: none"> ✓ ✓ ✓
<p><u>Other Requirements</u></p> <ul style="list-style-type: none"> • The post holder will be required to work outside normal office hours, including attendance at evening meetings • Willingness to undertake continuous professional development in order to maintain essential qualifications and specialist knowledge to the benefit of the Council and the postholder 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓

FINANCIAL SERVICES DIVISION
February 2024 Proposals



Report title	Preliminary consideration of mayoral selection
Report author	Mario Leo, Corporate Head of Law and Governance
Department	Law and Governance
Exempt?	No
Exemption type	Not applicable
Reasons for exemption	Not applicable

Purpose of report:

To recommend to the Council.

Synopsis of report:

To recommend a nomination for the office of Mayor for the municipal year 2024/25 to the Council.

Recommendation(s):

That the Corporate Management Committee agree its nomination for the office of Mayor for the municipal year 2024/25.

1. Report

1.1 In accordance with Standing Order 7, the following procedures apply for the selection of the Mayor:

- a) consideration of candidates for the office of Mayor will be undertaken by the Corporate Management Committee before the end of February in each calendar year;
- b) the Corporate Management Committee will recommend one member of the Council to be nominated as Mayor for the following municipal year to the Council; and
- c) if the Council approves the recommendation of the Committee, the nominee will be put forward as a candidate for the office of Mayor at the Annual Meeting, provided that they are still a member of the Council.

1.2 The Committee is therefore asked to consider candidates for the office of Mayor and make a recommendation for the 2024/2025 municipal year to the Council.

- 1.3 At the annual meeting of the Council on 17 May 2023, Councillor Saise-Marshall was elected as Mayor of Runnymede Borough Council for the municipal year 2023/24 and Councillor Bromley was appointed Deputy Mayor.
- 1.4 It has been the custom and practice of the Council to appoint the outgoing Deputy Mayor as Mayor for the following municipal year.

2. Legal Implications

- 2.1 Section 3 Local Government Act 1972 requires every principal council to annually elect from amongst the elected members a member to act as the chairman of the council. The chairman, if present at a meeting of the council, shall preside and shall have a second or casting vote in the event of equality of votes on any question coming before the authority.
- 2.2 At common law the duties of the chairman are, "... to preserve order, to take care that the proceedings are conducted in a proper manner, and that the sense of the meeting is properly ascertained with regard to any question that is properly before the meeting" (per Chitty J. in *National Dwellings Society v. Sykes* [1894] 3 Ch. 159, at p. 162). "I do not doubt that in presiding over a meeting a chairman must act entirely neutrally, allowing (subject to standing orders) different opinions to be fully and fairly presented and debated" (per Bingham L.J. in *R. v. Bradford Metropolitan City Council, ex p. Wilson* [1990] 2 Q.B. 373, 380).
- 2.3 In the event of omission to hold an election for the office of chairman, the High Court may order an election to be held on a day appointed by the court: see the Representation of the People Act 1983, s.39(2).
- 2.4 Under the provisions of section 245 Local Government Act 1972 a district council may petition the monarch for the grant of a charter conferring upon it the status of a borough and entitling the chairman and vice-chairman to the style of mayor and deputy mayor. In such cases the mayor shall exercise the same powers as the chairman. Runnymede submitted such a petition and the chairman and vice-chairman it elects annually are styled as mayor and deputy mayor.

Background papers

None

Report title	Members' Allowances Scheme 2024/25
Report author	Mario Leo, Corporate Head of Law and Governance
Department	Law and Governance
Exempt?	No
Exemption type	Not applicable
Reasons for exemption	Not applicable

Purpose of report:
To recommend to full Council

Synopsis of report:
This report seeks agreement on the updated Members' Allowances Scheme, which includes the previously agreed annual increment, for the 2024/25 municipal year.

Recommendation(s):
To recommend to the Council that, at the point the staff pay award is agreed:

- 1. The 2023/24 Members' Allowances Scheme be withdrawn with an end date of 31 March 2024 inclusive.**
- 2. An updated Members' Allowances Scheme, to incorporate an uplift to the basic allowance and special responsibility allowances, commensurate with the staff pay award (but not including any lump sum provisions or similar), be agreed with an implementation date of 1 April 2024 inclusive.**
- 3. Any adjustments to basic and special responsibility allowances (either additional payments or recovery of payments made) be backdated 1 April 2024 inclusive.**
- 4. That the Corporate Head of Law and Governance be delegated authority to implement the revised Members' Allowances Scheme to give effect to the above, and undertake any necessary measures to do so (such as advertising it in a local newspaper, or authorising the recovery or payments made).**

1. Context and background of report

- 1.1 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.
- 1.2 The current Members' Allowances Scheme was adopted by the Council on 27 April 2023, following a review of the previous scheme by the Independent Remuneration

Panel (IRP) and subsequent consideration by the Corporate Management Committee in February 2022.

- 1.3 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. The staff pay award is due to come into effect in July 2024. It is proposed that any allowances be backdated to 1 April 2024. This may require the recovery of some sums paid or the backdating of some payments, but the amounts thereof will be dependent on the appointments made at Annual Council in May 2024.

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 2024/25 municipal year will be incorporated into the Constitution.

4 Resource implications/Value for Money

- 4.1 The budget agreed by Council on 8 February 2024 included a provision for an uplift in the basic allowance and special responsibility allowances, commensurate with the provision set aside for the staff pay award.
- 4.2 The cost of advertising the revised 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(the 2003 Regulations) provide the statutory framework governing members' allowances.
- 5.2 Regulation 4 of the 2003 Regulations requires a local authority before the beginning of the year (year means any period of 12 months ending on 31st March in any year) to make a scheme to provide for the payment of allowances. Given that the Council proposes to increase the amount of allowances payable for the period 01/04/24 - 31/03/25 it needs to withdraw the existing scheme and adopt a new scheme setting out the revised rates.
- 5.3 Regulation 16 of the 2003 Regulations requires that an authority shall, as soon as reasonably practicable after the making or amendment of a scheme, make arrangements for its publication by:
 - (a) ensuring that copies of the scheme are available for inspection by members of the public at the principal office of the authority, at all reasonable hours; and
 - (b) publishing in one or more newspapers circulating in its area, a notice which —
 - (i) states that the authority has made or amended a scheme and specifies the period of time for which the scheme has effect;

- (ii) describes the main features of the scheme and specifies the amounts payable in respect of each allowance mentioned in the scheme.

5.4 It should be noted that an authority is required ensure that a notice in the form required above is published in one or more newspapers circulating in its area as soon as possible after the expiration of twelve months after the previous publication of such a notice, irrespective of whether the scheme has been amended during that twelve month period.

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 There are no Environmental/Sustainability/Biodiversity implications arising from this report.

8. Risk Implications

8.1 There are no risk implications arising from this report.

9. Other implications (where applicable)

9.1 There are no other implications arising from this report.

10. Timetable for Implementation

10.1 The updated allowances scheme, should it be adopted, will be implemented from 1 April 2024 (subject to the comments above regarding the staff pay award). It will be advertised as soon as is reasonably practicable afterwards.

11. Conclusions

11.1 Members are invited to consider and agree a members' allowances scheme for the 2024/25 financial year.

12. Background papers

- [Report of the Independent Remuneration Panel to the 24 February 2022 Corporate Management Committee \(item 470\).](#)

13. Appendices

- None

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