



# Corporate Management Committee

Thursday, 21 March 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).**
- 3) Agendas and Minutes are available on a subscription basis. For details, please ring 01932 425620. Agendas and Minutes for all the Council's Committees may also be viewed on [www.runnymede.gov.uk](http://www.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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1. <b>Notification of Changes to Committee Membership</b>	
2. <b>Minutes</b>	5 - 14
<p>To confirm and sign, as a correct record, the minutes of the meeting held on 22 February 2024.</p> <p>The content of the exempt minutes is the same as the public set, with the exception of the resolution on item 155 (asset disposal - terms of sale). The resolution contained within the public minutes omits commercially sensitive information, but records the nature of the decision that was made.</p> <p>The Corporate Management Committee is asked to agree both sets of minutes. Signed copies of each will retained.</p>	
3. <b>Apologies for Absence</b>	
4. <b>Declarations of Interest</b>	
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Runnymede Borough CouncilCorporate Management CommitteeThursday, 22 February 2024 at Time Not Specified

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

In attendance: Councillor M Smith.

**142 Notification of Changes to Committee Membership**

Councillor Michael Cressey substituted for Councillor Malcolm Cressey.

**143 Minutes**

The minutes of the meeting held on 18 January 2024 were confirmed and signed as a correct record.

**144 Apologies for Absence**

There were no apologies for absence.

**145 Declarations of Interest**

There were no declarations of interest.

**146 Public Consultation for Guildford Street, Chertsey, Improvements**

The Committee was appreciative of the level and quality of work being undertaken to demonstrate the Council's commitment to Chertsey Town Centre.

It was **resolved** that the consultation exercise, to run between 29 February 2024 and 24 March 2024 and as outlined in the officer's report, be approved.

**147 Pay Policy Statement**

The Committee reviewed the draft Pay Policy Statement. It was noted that the Council's pay scales were not based on a postholder's age, except for apprenticeships. It was therefore unlikely that the recent changes in the National Living Wage from 23 to 21 years of age would impact employees. It was confirmed that provision had been made in the 2024/25 budget for the increase in the National Living Wage and consequential remodelling of the affected pay scales.

It was **resolved** that the Annual Pay Policy Statement 2024/25 be recommended for approval by the Council, subject to confirmation being provided on the recent changes to the National Living Wage being reflected in the Statement where necessary.

**148 Climate Change Action Plan**

The Committee noted that a substantial body of work had been delivered in the previous 12 months, in pursuance of the Council's commitment to addressing climate change.

It was noted that the Action Plan was intended to be a 'living' document which evolved over time, both in terms of actions and reporting. Progress updates on the Action Plan would be

considered by the Corporate Management Committee twice a year. Progress on each relevant action would be noted in these updates.

There was discussion about maintaining the Council's commitment to climate change, particularly in light of the relevant team's wide-ranging responsibilities. Additionally, whilst the proposed Action Plan was aspirational, it also needed to be deliverable within the level of resource available to the Council. The Chief Executive stated that he monitored officers' workloads and would review the level of resource available for this work should it become necessary. More general staff training was also being explored, as this was an important element in maintaining the Council's commitments to addressing climate change.

It was **resolved** that the following recommendations be made to the Council:

1. The Runnymede Borough Council Climate Change Action Plan, attached at Appendix 1 of the officer's report, be adopted subject to the following matters being reviewed, for inclusion where required via the proposed officer delegation in 2 below:
  - a) The text in action 3.8 of the Plan, in relation to London Heathrow, being amended to avoid giving the impression that the Council supported its intentions for expansion.
  - b) Local Plan Review actions under the Active and Sustainable Transport section to being amended to reference the concept of 20-minute neighbourhoods.
  - c) The addition of figures to show the number of actions falling under the indicators of the Action Plan key, in relation to timeframes, indicative carbon impacts and costs.
2. 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, be authorised to carry out annual high-level reviews and make minor amendments to the Climate Change Action Plan as necessary.

#### 149 **Request to use the Service Transformation Reserve for critical spend associated with the Non-Statutory Best Value Notice Response**

The level of openness and transparency, both with the borough's residents and the Department of Levelling Up, Housing and Communities (DLUHC), was lauded by the Committee.

Disappointment was expressed over the receipt of the Non-Statutory Best Value Notice (NSBVN), and the need to allocate additional resources to responding to it. It was however felt that the lowest level of intervention possible by the DLUHC was an endorsement of the Council's approach.

The proposed review of the Council's companies was discussed. Some members felt that residents had a limited understanding of why the Council used separate companies to deliver some of its functions. In order to foster greater clarity over the functions of the Council's companies, it was planned to the review the original reasons for creating them and examine whether they remained the most appropriate vessels for the management of the Council's assets going forward.

The role of the Standards and Audit Committee (S&AC) in reviewing the work being undertaken to respond to the NSBVN, as well as its wider role within the committee structure, was the subject of a separate piece of work that would report back to the S&AC in due course.

It was **resolved** that:

1. The use of the Service Transformation earmarked reserve to fund expenditure arising from the NSBVN response work programme be approved.
2. 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 1) above, be approved.
3. It be noted that Officers would seek the Corporate Management Committee's approval should further funds over and above the budgeted sum be required.

#### 150 **Financial Services Resourcing**

The Committee recognised the pressures that staff from Financial Services were under, particularly with the new workstream related to the NSBVN. The Committee was also pleased to note that the resource for this additional capacity was being found from within existing budgets.

Previous unsuccessful attempts at recruitment were discussed. It was hoped that the market had improved since the previous attempt, and that the person specification was now sufficiently attractive to prospective candidates.

It was **resolved** that a new Chief Accountant post, at grade of SMA/SMB, to be financed from virements from existing budgets as set out in the report, be created.

#### 151 **Preliminary Consideration of Mayoral Selection**

The Committee discussed Councillor Elaine Gill as a potential candidate for the role of Mayor. Members from across the Chamber considered Councillor Gill to be an excellent candidate by virtue of her dedication to the community. It was stated that Councillor Gill had previously served as Mayor during the Covid-19 pandemic, and deserved a further opportunity to serve the residents of Runnymede as Mayor.

It was **resolved** that Councillor Elaine Gill be recommended to the Council, for appointment as Mayor for the 2024/25 municipal year.

#### 152 **Members' Allowances Scheme 2024/25**

This was the final year of the three-year arrangement that was agreed following the Independent Remuneration Panel's review of the Members' Allowances Scheme in 2022. It was confirmed that advertising the scheme in the local newspaper was a statutory requirement.

It was **resolved** that the following be recommended to the Council, for implementation at the point the staff pay award was 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).

### 153 **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.

### 154 **Post Project Report on Addlestone One Re-Cladding Exercise**

The Committee discussed the report, which was for the Committee's information only. The report had been requisitioned by Councillors R King and D Whyte in accordance with Standing Order 27.

Officers were thanked for preparing a comprehensive post project review of the cladding replacement activities. It was noted that the project had concluded early and under budget, and that the Council had maintained a constructive working relationship with the residents of the Addlestone One development and contractor throughout. The result of this work was that the development was able to receive its ESW1 certification, thus allowing tenants to enjoy their homes or sell them should they wish to.

The Committee felt that the Council proceeding in the way that it did – i.e. funding the re-cladding works itself – was the best decision for residents.

The decision to proceed with the re-cladding project did not preclude the Council exploring legal options to recover its costs from the developer. The legal considerations, which were being done in consultation with an external legal expert, were however extensive and complicated. Careful consideration needed to be given to balancing the likelihood of recovering any funds and the cost to the public purse of seeking legal remedy. The practicalities of pursuing legal remedy with the developer before the Council agreed to fund the works directly were debated.

The Committee discussed communication with members during the project. Some felt that there should have been more proactive communication with members at key stages, including prior to the announcement of the works' completion. It was however contested that sometimes urgent communication was necessary. It was further stated that particularly in cases where the Council was working in partnership with third parties, such as with the Addlestone One re-cladding project, news may enter the public domain through channels beyond the Council's control or involvement. Members had recently reviewed the documents relating to Council communications and publicity and it was hoped that this would provide clarity over the issue of communication with members.

The report was noted.

### 155 **Asset disposal - terms of sale**

Members' attention was drawn to the addendum, which had been issued due to the prospective purchaser of the site deciding to withdraw from the transaction. The Committee was disappointed at the actions of the recommended purchaser and noted that other bidders identified as part of the initial marketing exercise had also decided to withdraw.

The Committee therefore gave consideration to the officer's recommendations, as set out



in the addendum.

There was a debate over the delegation that was being sought and whether it was at an appropriate level to enable the authority to act with the necessary speed to fulfil a developer's requirements when they were seeking to purchase sites. It was noted that the marketing materials would be bespoke to site and that the agent would actively identify prospective purchasers, with a view to obtaining as much interest as possible.

It was **resolved** that:

1. The asset noted in the exempt resolution be remarketed and offers in excess of the sum specified in the exempt resolution invited, noting that market changes may dictate a sale price not in line with the current preferred offer specified in the exempt officer's report.
2. To enable officers to act quickly and swiftly on any offer, and to execute the transaction and crystallise the capital receipt as soon as possible, delegated authority be given to the Assistant Chief Executive Officer (S151) in consultation with the Corporate Head of Law and Governance and the Chair and Vice Chair of the Corporate Management Committee to agree final terms for the disposal at a price in excess of the sum and timeframe specified within the exempt resolution.
3. In the event of the sum in 2 above not being achieved, the matter be brought back to a meeting of the Corporate Management Committee for determination.

[See separate exempt minutes.]

(The meeting ended at 9.23 pm.)

Chairman

Document is Restricted

## Agenda Item 5

The Committee was advised that the Sustainable Fleet Management Strategy (SFMS) sought to streamline and coordinate the Council's activities associated with the management of its fleet.

The Council's fleet was made up of 79 vehicles including Heavy Goods Vehicles (HGV), mini-buses, vans and specialist equipment, as well as approximately 34 pieces of hand-held machinery and equipment. With the exception of the leased Meals at Home vehicles, the Council owed all of the fleet assets.

In the calendar year 2023, the Council spent £698,349.87 operating its fleet (this figure included fuel, maintenance, parts, leasing and insurance costs).

The SFMS sets out to provide an environmentally sustainable operational fleet which delivers safe, reliable services to the community and was affordable to the Council,

The three guiding objectives of the strategy were:

- Safe and Compliant,
- Fit for purpose and offers value for money
- Environmentally friendly

The SFMS contained an action plan. This set out the proposed short term actions (to be implemented between 2024 and 2026).

The Committee was advised that central to delivering on the Strategy vision and objectives was the proposal for the Council to move to a 'one fleet approach'. This meant the organisation and coordination of the Council's fleet would be centralised. The current approach meant operational and strategic responsibilities were split between various services areas, mainly the Community Services, Customer, Digital and Collection Services, Housing and Environmental Services Teams. Moving forward, the central Fleet Management team would sit within Environmental Services.

The Committee welcomed this step forward and were pleased to note the proposed introduction of a 'one fleet approach' which would no doubt simplify the process if a shared service was ever considered.

- 1) The Sustainable Fleet Management Strategy for Runnymede Borough Council, as attached at Appendix A in the agenda pack, be endorsed by the Environment and Sustainability Committee
- 2) This Committee recommends that the strategy be endorsed by the Corporate Management Committee at the meeting of 21 March 2024.
- 3) Subject to endorsement of the strategy by the Corporate Management Committee on 21 March 2024, the strategy be recommended to Full Council for adoption.

<b>Report title</b>	<b>Net Zero Carbon Toolkit</b>
<b>Report author</b>	Stephanie Broadley, Principal Planning Policy Officer
<b>Department</b>	Planning, Economy and Built Environment
<b>Exempt?</b>	No

**Purpose of report:**

- **To note and to resolve**

**Synopsis of report:**

**This report follows on from a motion being carried at Full Council on 7 December 2023. This motion required a report to be brought to Corporate Management Committee to consider adopting an adapted version of the Net Zero Carbon Toolkit once a working draft had been scrutinised by the Climate Change Members Working Party.**

**The report asks Members to note the amendments made to the original Toolkit to ensure it reflects Runnymede’s local context (summarised in Appendix 2 of the Toolkit) and recommends that Members adopt the Toolkit to be used as part of a suite of emerging guidance being developed to reduce carbon emissions generated by Runnymede’s built environment.**

**Recommendation(s):**

**That the Corporate Management Committee:**

- 1. Notes the amendments made to the original Net Zero Carbon Toolkit detailed in Appendix 2 of the Toolkit;**
- 2. Adopts the Net Zero Carbon Toolkit at Appendix 1 of this report, allowing it to be promoted to relevant stakeholders as part of the 2024/25 Planning, Economy and Built Environment Service Area Plan;**
- 3. Agrees to give delegated authority to the Corporate Head of Planning, Economic and Built Environment to update the Toolkit as appropriate to reflect updated policy, best practice guidance, regulations and legislation.**

**1. Context and background of report**

1.1 A motion was brought to a Full Council meeting on 7 December 2023 requesting that a Net Zero Carbon Toolkit be adopted in Runnymede. The motion was brought forward to encourage local developers to go above and beyond existing minimum standards towards building energy efficient, net zero carbon homes that will reduce overall borough emissions and contribute towards tackling the climate crisis.

1.2 Following a debate, the below motion was carried:

The Council resolves to ask Corporate Management Committee to consider:

- asking officers in the Climate Change team to adapt the template published under Creative Commons by Cotswold, West Oxfordshire and Forest of Dean Councils to create a Net Zero Carbon Toolkit for the Borough of Runnymede, and to continue considering other measures and tools that can be deployed alongside this to reduce carbon emissions between now and the next Local Plan Review;
- adopting the Toolkit once a working draft has been scrutinised by the Climate Change Members Working Party;
- including the Net Zero Carbon Toolkit in the 2024/25 Climate Change Delivery Plan to ensure that the adopted document is promoted in a timely and effective manner to the local development community.

1.3 The original Toolkit was developed as an output of the Local Government Association Housing Advisers Programme, by Cotswold District Council, West Oxfordshire District Council and Forest of Dean District Council. It was written by industry experts with a view to being adapted and distributed by other local authorities under a Creative Commons Licence. The Licence allows the Council to copy, change and redistribute the material in any medium or format under certain terms which are described on page 2 of the Toolkit attached at Appendix 1 to this report.

1.4 Action ID 1.1.4 of the Council's Climate Change Action Plan (CCAP) also commits the Council to consider adoption of the Net Zero Carbon Toolkit to encourage delivery of low carbon development as an interim measure ahead of a Local Plan Review. Several other local authorities, such as Somerset West and Taunton and Mid Devon District Council, have adopted a tailored version of the Toolkit to be used as a communications tool to aid the delivery of net zero carbon development, in the absence of net zero carbon planning policies. It is proposed that Runnymede Borough Council takes a similar approach.

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

2.1 The Council Estate and Area Greenhouse Gas Baseline Report identifies heating from residential homes as the second largest source of emissions in the Borough (21% of the total). The Emissions Pathways Report produced as part of the Climate Change Study highlights that rapid decarbonisation of the existing building stock in Runnymede is required to achieve net zero targets, as well as ensuring that any new buildings do not add to emissions in the area. However, evidence<sup>1</sup> suggests that there are critical gaps in existing national legislation and regulations (such as Building Regulations) to deliver the required net zero pathway for the building sector, and local authorities must therefore be proactive in influencing change at a local level if net zero targets are to be achieved.

2.2 Actions have therefore been included under the 'Greener Homes & Buildings' theme of the Council's CCAP to reduce emissions from the heating of both existing and new-build homes. Several actions relate to the introduction of stronger planning policies through a revision to the Local Plan, but this will take time to achieve, and work has been paused on the review until the new plan-making regime has been introduced. Full details are available in the [Local Plan Update Report](#) considered by the Planning Committee on 25 October 2023.

2.3 Other actions have therefore been included in the CCAP to drive up the energy performance of buildings as an interim measure, including adoption of a Net Zero Carbon Toolkit. The Toolkit would demonstrate the Council's ambition for new and retrofitted homes to apply net

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<sup>1</sup> Climate Change Committee 2023 Report to Parliament, available at: [Progress in reducing UK emissions - 2023 Report to Parliament \(theccc.org.uk\)](#) and the Council's Climate Change Study, available at: [2030 Local Plan Review Evidence Base documents – Runnymede Borough Council](#).

zero carbon principles, and would encourage the delivery of energy efficient, net zero carbon developments until the Local Plan Review resumes.

- 2.4 The Toolkit sets out best practice approaches in design, specification, construction and fit-out of a net zero compliant new build or retrofit project. It provides a technical, go-to guide on what to consider in the very early stages of design, how to achieve fabric energy efficiency, what systems to consider and include, where to go for expert advice, and what to consider once a project has been completed and is being handed over to occupants.
- 2.5 The Toolkit has been developed for building professionals operating in Runnymede (developers, contractors, architects and engineers) as well as self-builders and homeowners across the Borough to build awareness of and confidence in implementing net zero carbon new build and retrofit projects. The Toolkit is designed to be relatively accessible and engaging, but it is primarily aimed at those with some existing knowledge or experience of construction. The Toolkit will also help planning officers and Members of the Planning Committee assess the environmental credentials of developments, and understand the extent to which they are bringing about positive climate change impacts.
- 2.6 Officers have adapted the original version of the Toolkit for use in Runnymede, with all changes set out in a new Appendix 2 of the Toolkit (in accordance with conditions of the Creative Commons Licence) for Members to note. Along with the inclusion of corporate branding, main changes include updating the document to ensure it reflects Runnymede's local policy context; updating references to the latest standards (and emerging proposed standards such as the Future Homes Standard); updating evidence where necessary such as statistics on the latest sources of emissions; inserting reference to relevant planning policies such as water efficiency and electric vehicle standards; and inserting new text on the importance of gigabit-capable digital infrastructure.
- 2.7 The draft Toolkit was presented to the Climate Change Members Working Party on Wednesday 24 January 2024 for scrutiny. Feedback was received about updating references to export tariffs, and officers have made the necessary amendments. Subject to these changes being made, Members supported the Toolkit being taken to Corporate Management Committee to consider for adoption.
- 2.8 Officers recommend that the Toolkit attached at Appendix 1 to this report is adopted, published on the Council's website, and promoted more widely as part of the 2024/25 Planning, Economic and Built Environment Service Area Plan to bring it to the attention of relevant local stakeholders, including the local development community.
- 2.9 Promotional activity is anticipated to include:
  - Publishing the Toolkit on a dedicated page on the Council's climate change website, with links to a YouTube video created by the original authors which explains the purpose and content of the Toolkit;
  - Providing links to the Toolkit on the Planning webpages and describing how its use can help meet, and exceed, energy-related policy requirements of the 2030 Local Plan;
  - Highlighting the Toolkit via the Council's social media channels;
  - Promotion via residents e-news, climate change and Business Runnymede newsletters;
  - Working with existing community planning contacts to assist with wider circulation e.g. through Residents Association newsletters and social media channels;
  - Promoting the Toolkit at local community events including summer fairs and through Great Big Green Week campaigns;

- Running a session (or more than one session depending on cost and demand) with local built environment professionals to promote the principles of the Toolkit, and other adopted guidance (see paragraph 2.10 below);
  - Displaying hard copies of the Toolkit in local libraries.
- 2.10 The Toolkit is intended to be part of a suite of documents being prepared to help drive up energy performance standards of new and existing buildings in Runnymede, in accordance with the Council's CCAP:
- Action ID 1.1.3 will see the development of planning guidance to ensure existing 2030 Local Plan energy and carbon reduction policy requirements are implemented effectively and to encourage developers to go beyond minimum standards.
  - Action ID 1.1.5 will see sessions being run with the local development community to raise awareness of planning guidance and Toolkit principles.
  - Action ID 1.1.6 will see officers work with the Climate Change Planning Officer at Surrey County Council (SCC) to develop a county-wide Net Zero Carbon Toolkit, which will compliment Runnymede's version (which is being produced by the same authors). Officers will explore opportunities to work with SCC in promoting the principles of the Net Zero Carbon Toolkit to the Surrey Development Forum and to contribute to training sessions with local developers. SCC has already shared Runnymede's intentions to adopt its own Net Zero Carbon Toolkit at the Surrey Development Forum meeting on Monday 19 February 2024.
  - Action ID 1.1.7 will see officers develop pre-application advice notes/checklists to prompt developers to consider climate change issues early in the development management process.
- 2.11 The national policy context for energy efficiency and reducing the carbon emissions of new homes and non-domestic buildings is expected to evolve over the coming months. The Department for Levelling Up, Housing and Communities is currently consulting on the Future Homes and Buildings Standards, proposing to lay new Building Regulations in 2024 with an implementation date of 2025. The Levelling-up and Regeneration Act 2023 also lays foundations for the introduction of new National Development Management Policies, which will potentially include net zero policies. The local context will also evolve as officers work on the development of a Design Code, which will ensure the design of new development responds to the impacts of climate change by being energy efficient and minimising carbon emissions to meet net zero targets by 2050.
- 2.12 Officers therefore recommend that the Committee gives delegated authority to the Corporate Head of Planning, Economic and Built Environment to approve future amendments to the Net Zero Carbon Toolkit to keep its advice up-to-date and reflective of changes in local and national policy and guidance, regulations and legislation.

### **3. Policy framework implications**

- 3.1 The Toolkit sets out aspirational standards and is a guidance and communication tool, rather than a planning or corporate policy position. Policy SD8 of the adopted 2030 Local Plan requires major development proposals to apply the energy hierarchy and to demonstrate how a proportion of total energy needs will be supplied by renewable and/or low carbon technologies. Whilst the Toolkit sets out higher energy performance standards than the Local Plan, its principles align with those of Policy SD8 in terms of applying the energy hierarchy i.e. use less energy, supply energy efficiently and use renewable energy. Use of the Toolkit would therefore not conflict with the Council's existing Local Plan.
- 3.2 A key objective of the 2030 Local Plan is to increase resilience to climate change, to reduce greenhouse gas emissions and promote water efficiency and the use of renewable and low



carbon energy. If adopted, the Toolkit would constitute guidance only and not form part of the Development Plan for the area. However, there would be scope for development proposals to follow advice in the Toolkit and be designed to achieve positive climate change impacts. These positive impacts would be a material consideration in decision-making (i.e. a matter that can be given weight in deciding a planning application), alongside other material considerations.

- 3.3 Through its Corporate Business Plan, Climate Change Strategy, CCAP and Empowering our Communities Strategy, the Council has committed to working with residents, community groups, stakeholders and partners to achieve net zero targets and tackle climate change. The Council's Economic Development Strategy also sets out a priority to encourage businesses to be more sustainable and develop the low carbon circular economy – businesses which can include those in the local development industry. Once adopted, officers would work with local stakeholders, including the developer community, to raise awareness of the Toolkit's principles and provide advice and support where needed, in line with objectives in these strategies.

#### **4 Resource and finance implications**

- 4.1 The Net Zero Carbon Toolkit will be used as a communication and guidance tool. Promotion of the Toolkit will be undertaken by officers of the Climate Change and Planning teams, with assistance from the Communications team, using existing resources. Officers will also provide in-house training/briefing sessions as required for Development Management Officers and Members.
- 4.2 No additional financial implications beyond that provided for within the agreed planning, economic and built environment budgets will be required to publicise and raise awareness of the Toolkit. Subject to sufficient funding being identified within the existing budgets, officers are exploring the option to appoint external experts to assist with stakeholder engagement, to provide support with the more technical aspects of the guidance. Officers are also exploring opportunities to work with Surrey County Council (SCC) in promoting the principles of the Toolkit to stakeholders such as the Surrey Development Forum, as SCC are currently preparing a countywide Net Zero Carbon Toolkit which will set out similar standards for the built environment. The countywide guidance is due to be completed by June 2024.

#### **5. Legal implications**

- 5.1 It is not possible for a guidance document to set new planning policy or create new demands on development. New policy will be set through the Local Plan Review process which is subject to statutory processes, consultation and examination. As an explanatory document identifying how to deliver net zero carbon homes, the Toolkit is intended to be a useful resource for planning officers, Members of the Planning Committee, and planning applicants alike. It is not part of the statutory development plan for the area and there will be no planning-related legal implications associated with publicising the guidance.
- 5.2 However, adoption and promotion of the Toolkit will help the Council pursue efforts to reduce emissions generated by the built environment, respond to the climate emergency, and thus help meet the Climate Change Act 2008 legally binding UK-wide carbon budget and 2050 net zero emissions target.

#### **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 nine 'protected characteristics' stated within the Act. The Net Zero Carbon

Toolkit has been screened to establish whether there may be an impact, whether positive or negative, on any of the nine protected characteristics. The EqIA screening report is attached at Appendix 2.

- 6.2 It should be noted that the Toolkit is a communication tool rather than a planning or corporate policy position. It simply provides additional explanation, guidance and context in relation to Council aspirations for the built environment. Use of the Toolkit is therefore voluntary, and in this regard, no adverse equality impacts are anticipated as a result of adopting the guidance.
- 6.3 However, the screening highlights how implementation of the measures within the Toolkit could be particularly beneficial for older and disabled people (protected characteristics of age and disability). This is because data and evidence from the Office for National Statistics and National Energy Action indicates that the homes that are least energy efficient in England are more likely to be occupied by older people, including those with disabilities, and those on lower incomes. An increasingly high proportion of older households and those with a disability are being affected by fuel poverty.

## **7. Environmental/Sustainability/Biodiversity implications**

- 7.1 Adoption of the Net Zero Carbon Toolkit will have positive environmental and sustainability impacts. The Toolkit will help deliver the highest possible standards of energy efficiency, low and renewable carbon and net zero development. By encouraging standards which go beyond a 2030 Local Plan compliant scheme, the Toolkit has the potential to help reduce emissions generated by the heating of homes – a significant source of emissions for Runnymede.

## **8. Risk Implications**

- 8.1 There are considered to be two key risks associated with the successful implementation of the Toolkit. The first is that the Toolkit does not effectively reach its intended audience. As highlighted in section 4 of this report, the Toolkit must be promoted within existing identified budgets. Paragraphs 2.9, 4.1 and 4.2 describe the activities planned to maximise outreach potential. The risk will be mitigated through pro-active engagement with the local developer community, and by identifying synergies with Surrey County Council's Net Zero Carbon Toolkit engagement activities. Officers will undertake regular reviews of promotional activity outcomes – for example, number of visits to the Toolkit website – and continue to identify opportunities to publish the material widely at local events and by working with relevant partners to publish the Toolkit.
- 8.2 The second risk is that, even if the Toolkit is promoted successfully, it will have little influence over the behaviour of home-owners and built environment professionals – and that they will continue to deliver homes which meet minimum Building Regulations and 2030 Local Plan standards. Monitoring the outcomes of environmental communications activities is often challenging due to the difficulty in identifying causal relationships between promotion material and changes to individual behaviours. It is considered that this risk will continue to be high until such a time that the aspirational net zero policy requirements can be addressed through strengthened national and/or local planning policy, through the introduction of National Development Management Policies and/or through the Local Plan Review respectively. However, officers will monitor interaction with the Toolkit to help understand its degree of influence, including through monitoring social media responses, enquiries received, outcomes of discussions with applicants/developers, and monitoring the application of its principles in planning applications.

## **9. Other implications**

- 9.1 In promoting the material to stakeholders and organising any awareness-raising sessions, data protection and General Data Protection Regulations requirements will be adhered to.

## **10. Timetable for Implementation**

- 10.1 It is intended that following adoption of the Toolkit by this Committee, it will be published on the Council's website and officers will work with the Communications team to promote the material to relevant stakeholders across the Borough. Officers will also explore synergies with SCC's communications plan for the emerging countywide Toolkit. The full suite of guidance, including new planning guidance and pre-application advice notes/checklists, is timetabled for completion by summer this year.

## **11. Conclusions**

- 11.1 The Council needs to drive forward action on climate change to ensure local and national net zero targets are achieved in the Borough. The Net Zero Carbon Toolkit is one means of helping to achieve this.
- 11.2 Officers have adapted the original version of the Net Zero Carbon Toolkit to emphasise the Council's aspirations for net zero standards to be achieved in new housing development and retrofit projects across the Borough. Whilst the Toolkit is not a planning document and will not itself be a material consideration in decision-making (although the value that its application could add to individual development proposals could be), the Toolkit will support the Council's net zero journey by:
- providing transparent, accessible and easy to understand guidance for building professionals, homeowners, development management officers and Members about how the Council's net zero ambitions can be achieved;
  - encouraging developers to go further than 2030 Local Plan planning policy standards to demonstrate excellence in sustainable development which better responds to the climate emergency.

## **12. Background papers**

- 12.1 Members attention is drawn to:
- the Notice of Motion carried at Full Council on Thursday 7 December 2023: [Agenda item - Notices of Motion from Members of the Council under Standing Order 15 – Runnymede Borough Council.](#)
  - Runnymede Climate Change Action Plan: [Climate change – Runnymede Borough Council.](#)
  - Runnymede Climate Change Study: Council Estate and Area GHG Baseline Report (October 2023): [Appendix 1 Aether Baseline Report \(runnymede.gov.uk\).](#)
  - Runnymede Climate Change Study: Emission Pathways Report (December 2023): [emissions-pathway-report-1 \(runnymede.gov.uk\).](#)
  - Climate Change Committee Progress in reducing emissions, 2023 Report to Parliament (June 2023): [Progress in reducing UK emissions - 2023 Report to Parliament \(theccc.org.uk\).](#)
  - Local Plan Update Report considered by the Planning Committee on 25 October 2023: [DRAFT AGENDA REPORT COVER SHEET \(runnymede.gov.uk\).](#)

## **13. Appendices**

- Appendix 1: Runnymede Net Zero Carbon Toolkit
- Appendix 2: EqIA Screening Assessment

# Net Zero Carbon Toolkit



March 2024



## How to adapt and use this toolkit

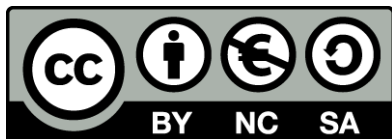
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This Net Zero Carbon Toolkit is an adaptation of the Net Zero Carbon Toolkit produced by Levitt Bernstein, Elementa, Passivhaus Trust and Etude and commissioned by West Oxfordshire, Cotswold and Forest of Dean District Councils, and funded by the LGA Housing Advisers Programme, (available at <https://www.cotswold.gov.uk/media/05couqdd/net-zero-carbon-toolkit.pdf>) and licensed under Creative Commons Licence 4.0 International (CC BY-NC-SA 4.0). Licence Deed: <https://creativecommons.org/licenses/by-nc-sa/4.0/legalcode>.

### For local authorities:

In line with the intention of the LGA Housing Advisers Programme grant, please feel free to adapt this toolkit in any way you wish, to make it specific to your Authority, geography or other circumstances.

Please make sure you prominently acknowledge the toolkit authors in any amended version of the toolkit that you issue, in line with the requirements of the Creative Commons Licence.

### For commercial organisations:








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**Runnymede Borough Council would like to give special thanks** to Levitt Bernstein, Elementa, Passivhaus Trust and Etude, West Oxfordshire District Council, Cotswold District Council and Forest of Dean District Council for their foresight in developing the original version of this toolkit and making it available to others on a Creative Commons Licence, as well as the LGA Housing Advisers Programme for providing the original funding for doing so.

Changes made to the original version are set out in Appendix Two. For the avoidance of doubt, these changes are not endorsed in any way by the licensor.

Further copies of this publication, or copies in large print, other formats or languages, can be obtained via request to the Climate Change Team at [climatechange@runnymede.gov.uk](mailto:climatechange@runnymede.gov.uk) or on 01932 838383. Hard copies are available in local libraries.

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# Introduction

This chapter sets out why this toolkit has been produced and how it can be used.

It also defines Net Zero carbon buildings and puts them in the context of the wider electricity revolution.

## Foreword and commitment



Runnymede Borough Council (RBC, the Council) adopted its Climate Change Strategy in 2022. This sets out the Council's commitment to reducing carbon emissions from Council operations to Net Zero by 2030. Beyond this, in December 2023, the Council declared a climate emergency. As well as re-emphasising its commitment to its operational Net Zero target, this declaration also sets out how the Council will use its sphere of influence to support the Borough and its communities achieve the UK's legally binding target of Net Zero by 2050.

Achieving this target is no small task, nor is it one that any single person or organisation can achieve alone. It requires everyone to come together, to work collectively, to share in their experiences and to build on their successes along the way.

As a local planning authority, we are dedicated to supporting individuals, businesses and communities on this pathway to Net Zero. This is why we have decided to adopt this Net Zero Carbon Toolkit: a practical and easy-to-navigate guide on how to plan your Net Zero housing project, be it a new development or a retrofit project.

Taking this toolkit together with our existing 2030 Local Plan policies, the borough-wide Design SPD (soon to be updated to reflect Design Code principles) and other planning guidance relevant to climate change, we are helping to show what is necessary to deliver Net Zero housing and how it can be achieved.

We would like to thank West Oxfordshire, Cotswold and Forest of Dean District Councils, the experts from Etude, the Passivhaus Trust, Levitt Bernstein and Elementa Consulting for their foresight in developing the original version of this toolkit and making it available to others on a Creative Commons Licence, as well as the [LGA Housing Advisers Programme](#) for providing the original funding for doing so. We would also like to thank the Planning Policy team at Somerset Council for advice about how to adapt the toolkit.

Whether you are a small or medium-size house builder, an architect, a self-builder or a consultant advising clients, this toolkit will help you. With national and local planning policy expected to strengthen requirements for Net Zero in development terms, this toolkit explains how this can be delivered through construction and retrofit projects.

We hope you find technical value, as well as inspiration and motivation, to achieve the best housing design possible.

**Cllr Tom Gracey**  
RBC Leader of the Council  
and Chair, Climate Change  
Member Working Party

**Cllr Miles Willingale**  
RBC Deputy Leader of the  
Council and Chair,  
Planning Committee



## Introduction

It is now widely recognised that climate change is a major global challenge of our times, and rapid action is required to limit its further impacts. Key messages arising from the latest reports published by Intergovernmental Panel on Climate Change (IPCC) are that observed temperature increases are unequivocally the result of greenhouse gas (GHG) emissions resulting from human activities; and that reducing CO<sub>2</sub> emission to Net Zero is essential in limiting human-caused global warming. In most cases, modelled pathways that limit warming to 1.5°C require deep and immediate GHG reductions in all sectors this decade. Any overshoot will entail additional risks and irreversible impacts.

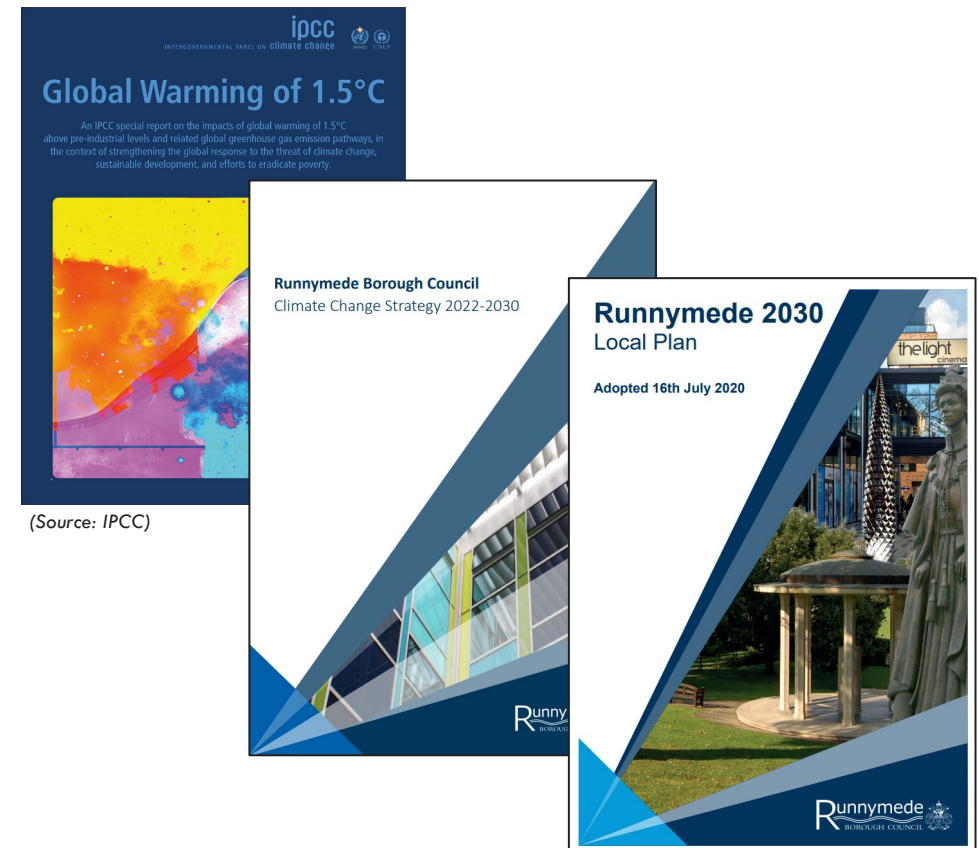
In December 2023, Runnymede Borough Council declared a Climate Emergency to deliver local action in response to this global issue. This means the Council will continue its work to meet its target of net zero operational emissions by 2030, and use its sphere of influence to support the borough and its communities to achieve the 2050 national net zero target for the UK. The adopted [Climate Change Strategy](#) sets out the Council's strategic goals, and the Climate Change Action Plan sets out the detailed actions necessary to meet them (which will be developed with further actions over time).

These documents clarify the significant role to play in ensuring new housing and retrofits adopt and achieve the highest possible standards of energy efficiency, low carbon and Net Zero building design.

This toolkit, whilst not being planning policy in itself, is designed to assist in the planning, design and construction of new build or retrofit housing projects. It provides an excellent companion to the net zero design process, and describes how developers can strive towards standards which go beyond a Runnymede 2030 Local Plan compliant scheme until a revised Local Plan is adopted which contains stronger policies to drive forward net zero development.

It provides a technical, go-to guide on what to consider in the very early stages of design; how to achieve fabric energy efficiency; what systems to include; where to go for expert advice; and what to consider once you have finished your housing project and you are handing over to occupants.

Whilst this toolkit can guide you, it is important to remember that all properties are different. Property-specific advice may still need to be sought from suitable professionals before proceeding.



(Source: IPCC)

# This Net Zero Carbon Toolkit



## Who is it for?

This toolkit has been created to make Net Zero carbon new build and retrofit more accessible. It has been created for building professionals (developers, contractors, architects and engineers) and is also relevant to self-builders, planning officers and other housing professionals. Although it can be used by homeowners, it is aimed at those who already have some knowledge or experience of construction.

## Both new homes and retrofit

The toolkit tackles new build homes and the retrofit of existing homes in separate chapters. So whatever your project, you will find relevant information here.

## Small to medium scale housing

The primary focus is on small to medium scale housing projects, but the principles are generally applicable to projects of any scale.

## From site selection to construction to operation

It covers all stages of building design and construction, including maintenance and operation.

## Understanding the complete picture

The toolkit aims to build the awareness and confidence of people implementing low or zero carbon projects and generally seeks to answer the following questions:

- Why?
- What to do and how to bring it all together?
- What does “good” look like?
- What to specify and how to choose products?

Who	Building professionals and homeowners	
Why	Addressing the climate emergency	
What	New build homes and retrofit of existing homes	
When	Designing	
	Specifying and tendering	
	Constructing and maintaining	

# Core principles of Net Zero carbon buildings



Net Zero carbon buildings in operation are supported by three core principles: energy efficiency, low carbon heat and renewable energy.

## Energy efficiency

Buildings use energy for heating, hot water, ventilation, lighting, cooking and appliances. The efficient use of energy reduces running costs and carbon emissions. It also reduces a building's impact on the wider energy supply network, which is also an important consideration.

There are different metrics we can use to measure the efficiency of a building, including **Space Heating Demand** and **Energy Use Intensity** (both measured in kWh/m<sup>2</sup>/yr). These are described on the next page.

## Low carbon heating

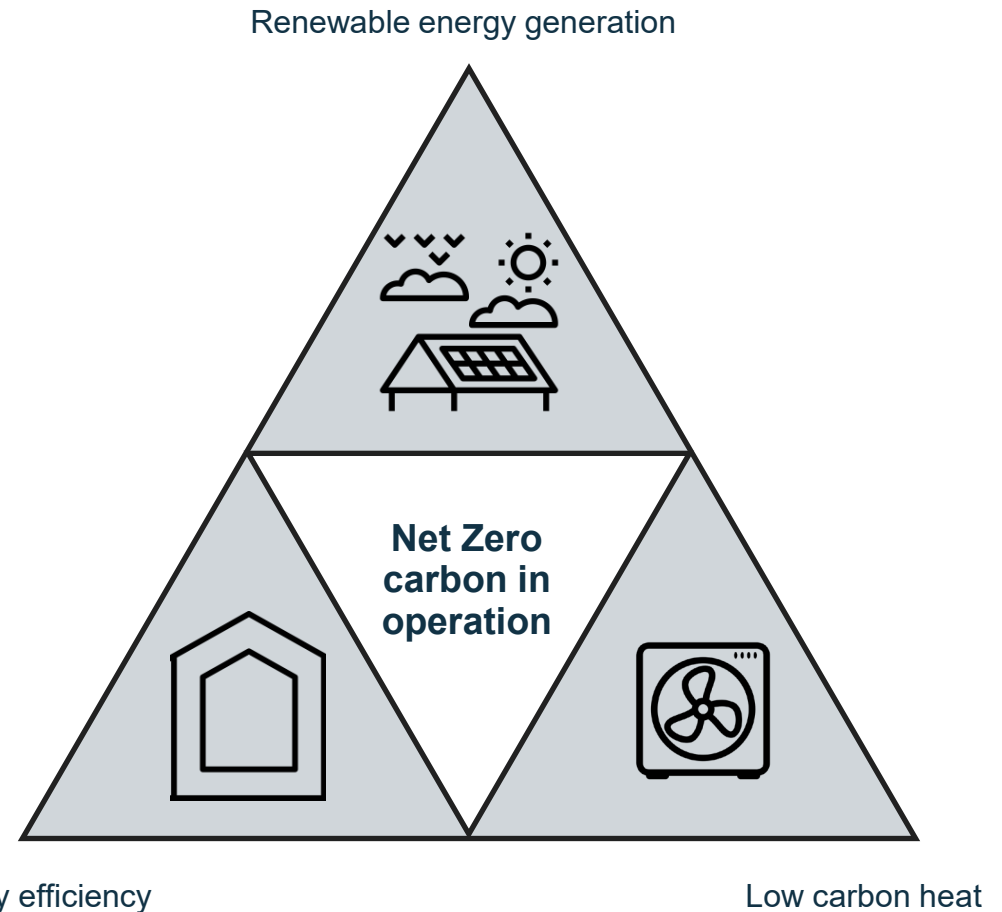
Low carbon sources of heat are an essential feature of Net Zero carbon buildings. All new buildings should be built with a low carbon heating system and must not connect to the gas network. Existing buildings need to transition away from gas and oil now. The Government's latest consultation (December 2023) on the [Future Homes and Building Standards](#) also recognises that fossil fuel heating will not achieve Net Zero standards.

## Renewable energy generation

In new buildings, renewable energy generation should be at least equal to the energy use of the building on an annual basis for it to qualify as Net Zero carbon in operation. This is straightforward to achieve on site for most new homes through the use of solar photovoltaic (PV) panels. The roofs of existing homes should also be utilised for PV panels, to support the increased demand for renewable energy.

## Embodied carbon

Operational carbon is only part of the story. Net Zero buildings should also minimise embodied carbon in materials.



*The three pillars of a Net Zero carbon building in operation*

# Introduction to energy targets and Key Performance Indicators (KPIs)



## What energy targets should I aim for?

We recommend the operational targets for new homes set out on this page, which are consistent with the [LETI Climate Emergency Design Guide](#). Energy use targets are more transparent and robust than carbon reductions targets and are the best way to ensure zero carbon is delivered in practice.

## What is an ultra low energy home?

An ultra low energy home is one which has a very low space heating demand. This requires a fabric efficiency and airtightness equivalent to that of a new Passivhaus home.

## What is the most efficient form of heating system?

Heat pumps are considered the most efficient low carbon heat source keeping energy use to a minimum, while not using fossil fuels on site. Gas or oil boilers must not be used anymore. This is consistent with the Government's proposed [Future Homes Standard](#), where heat pumps are likely to play a significant role.

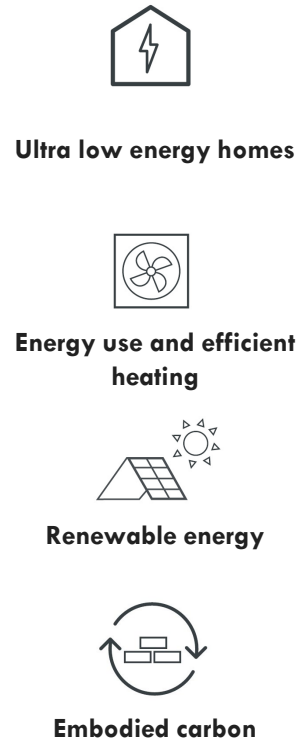
## Why set a renewable energy target?

Net Zero carbon in operation can only be achieved by increasing renewable electricity generation. Solar PVs represent a mature and easy to use technology.

## Reducing the embodied carbon of a building

Limit the embodied carbon or emissions associated with the manufacture, transport, construction, repair, maintenance, replacement and deconstruction of building elements. This can be achieved by making informed design decisions based on quantified carbon reductions.

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KPIs New housing	KPIs Retrofit housing
Space heating demand <b>15 kWh/m<sup>2</sup>/yr</b>	Space heating demand <b>50 kWh/m<sup>2</sup>/yr*</b> <small>*on average (range of 20-120 kWh/m<sup>2</sup>/yr)</small>
Energy Use Intensity <b>35 kWh/m<sup>2</sup>/yr</b>	Energy Use Intensity <b>50 kWh/m<sup>2</sup>/yr</b> <small>*on average</small>
Electricity generation intensity <b>120 kWh/m<sup>2</sup><sub>fp</sub>/yr</b> <small>m<sup>2</sup><sub>fp</sub> : m<sup>2</sup> building footprint</small>	Electricity generation intensity <b>120 kWh/m<sup>2</sup><sub>fp</sub>/yr</b> <small>m<sup>2</sup><sub>fp</sub> : m<sup>2</sup> building footprint</small>
Embodied carbon benchmark <b>500 kgCO<sub>2e</sub>/m<sup>2</sup>/yr</b>	-



**CIBSE TM59**  
Compliance with guidance on overheating risk



**AECB**  
Good practice water standard



**In-use performance**  
Collect data for the first 5 years

# The electricity revolution: a greener grid and the future of heat



## Towards a decarbonised and smarter electricity system

The carbon content of electricity has fallen over the last few years. It is now three times less than ten years ago and already lower than natural gas on a per kWh basis. It is forecasted to continue to reduce even further over the next 20-30 years. This explains the current energy revolution and why the electrification of transport and heat is the best strategy to move away from fossil fuels. It is also considered unlikely that hydrogen will play a significant role in heating our homes.

Government have committed to all electricity coming from low carbon sources by 2035, subject to security of supply. They anticipate this will deliver an 80-85% drop in associated emissions compared to 2019, but this commitment alone cannot be relied upon.

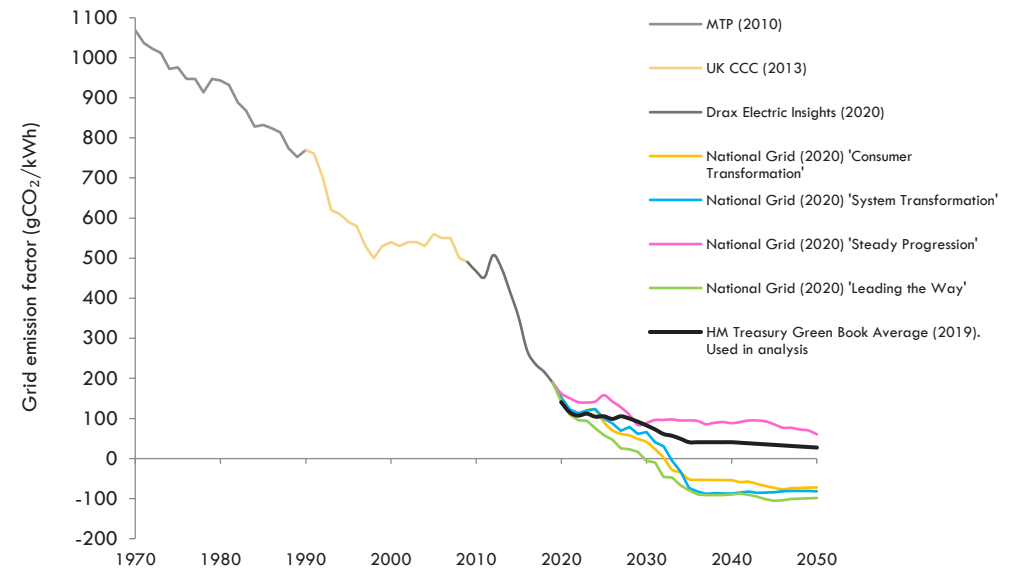
In order for this electricity revolution to be successful and as cost effective as possible it is very important to reduce energy use so that energy demand is not more than renewable and nuclear energy generation by 2050. Energy efficiency, conservation and flexibility of use must be the starting point. If electricity demand is more flexible, it can also be matched to times of high renewable energy generation. Electric vehicle charging from homes will also create additional demand for electricity\*.

## The impact on buildings

The electrification of heat (e.g. the replacement of gas boilers by heat pumps) is widely considered as one of the main priorities of decarbonisation. New gas or oil boilers should not be installed in buildings anymore, in new or existing homes.

Energy storage (e.g. hot water tank) and management (e.g. smart controls) as well as smart meters for Time of Use (ToU) variable electricity tariffs are all likely to become increasingly important.

**In summary, electrification and digitalisation provide the backbone of decarbonisation for buildings.**



**Long-term variations in emission factor of grid electricity show the rapid historical reduction in emission factors** © Etude based on data from Market Transformation Programme, UK Committee on Climate Change, Drax, National Grid and HM Treasury.

**Note:** The National Grid Future Emissions Scenarios (FES) show that if the power sector removes CO<sub>2</sub> from the atmosphere by the growth of biomass and captures it when it is used in power stations, it could be carbon negative. This would rely on the use of Bioenergy with Carbon Capture and Storage (BECCS). Carbon Capture and Storage is a process in different steps: CO<sub>2</sub> produced is captured, transported away and isolated from the atmosphere in long-term storage in geological formations or for use in industrial processes). When more carbon is removed from the atmosphere and stored by a process than is emitted into the atmosphere, emissions are negative. BECCS features prominently in three of the four scenarios modelled in FES.

\* Electric vehicle charging is not currently covered by the Net Zero carbon home definition. It is captured in the assessment of transport emissions.

# The cost of Net Zero homes



## There is a (small) cost premium

Achieving Net Zero as a society will have a cost. For some sectors it will require investments in Research and Development (R&D) as technological innovation is required. For others Net Zero compliant solutions exist but currently have a very high cost premium which needs to be reduced to be acceptable at scale.

New buildings are comparatively less challenging: technologies, techniques and processes required to deliver Net Zero carbon buildings in operation are already available and will only lead to a small cost premium compared with a Part L 2021 compliant house or block of flats, i.e. 2-6% additional capital cost.

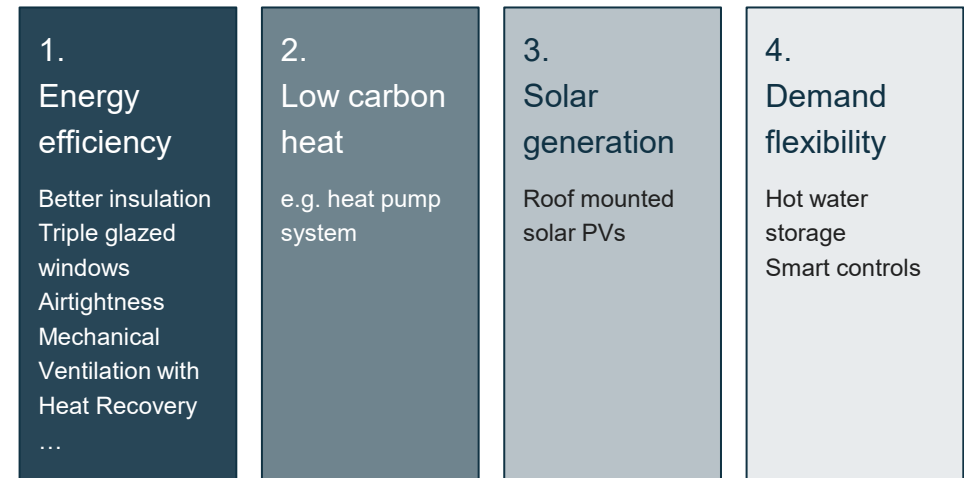
Lowering the embodied carbon of new buildings will be more challenging and requires both material and procurement innovations. However, this does not have to lead to a significant cost premium either.

## A good deal for residents

Net Zero carbon homes are not only good for the planet: they will also be much cheaper to run than a standard new build house. This is due to the combined effects of a lower energy demand alongside greater flexibility of energy use during the day and of solar electricity generation and self consumption.

## Avoided costs for society as a whole

All new buildings built to poor levels of energy efficiency and fitted with gas boilers will have to be retrofitted in the next 20-30 years in order to achieve Net Zero. The cost of future retrofit is significantly higher than the cost of 'getting it right now'. There are also wider off-site benefits in terms of reduced infrastructure costs as less renewable energy generation will be required.



Additional costs of Net Zero carbon buildings in operation can be split up into four key categories



Estimated savings on energy costs compared with a Part L 2021 compliant home

- No additional retrofit cost required later to achieve Net Zero
- Lower infrastructure costs

Savings on energy costs for residents and other savings for wider society



## New housing

This section explains what can be done so that new housing forms part of the solutions to climate change, instead of adding to the problem.

The list of subjects it covers can be found on the following page.



<b>Why?</b> 14	<b>KPIs and recipes</b> 15	<b>Timeline</b> 16		
<b>Orientation and windows</b> 17	<b>Construction methods and quality</b> 18	<b>Airtightness</b> 19	<b>Ventilation</b> 20	<b>Overheating</b> 21
<b>Heat pumps</b> 22	<b>Water efficiency and hot water</b> 25	<b>Solar PVs</b> 26	<b>Demand flexibility</b> 28	<b>Digital Connectivity</b> 29
<b>Embodied carbon</b> 30	<b>New terrace house</b> 31	<b>New block of flats</b> 32	<b>Cost</b> 33	
<b>Don'ts</b> 34	<b>Beyond energy</b> 35	<b>Case studies</b> 37	<b>Other typologies</b> 38	





# Why? Key reasons for and benefits of Net Zero carbon new homes

## Our buildings produce a lot of carbon, and are expensive to run

The emissions from our buildings account for 25% of the UK's total emissions, which is the largest source of emissions after surface transport. 16% of this total is from our homes. This is not only bad for the planet, it is bad for the occupants. It is therefore important for new homes to be designed and built to use significantly less energy which also means they would cost a lot less to run.

It is clear that a Net Zero UK means that we will have to significantly reduce energy use and carbon emissions from all buildings and, in particular, our homes. Even today, most new homes are being fitted with gas boilers and these will continue to emit carbon for perhaps 20 years and also degrade local air quality.

## We haven't made any progress on this

Despite rapid decarbonisation in many other sectors, the withdrawal of the Zero Carbon Homes target in 2016 has seen the energy performance of new homes remain almost constant over the last ten years. We need to do much better.

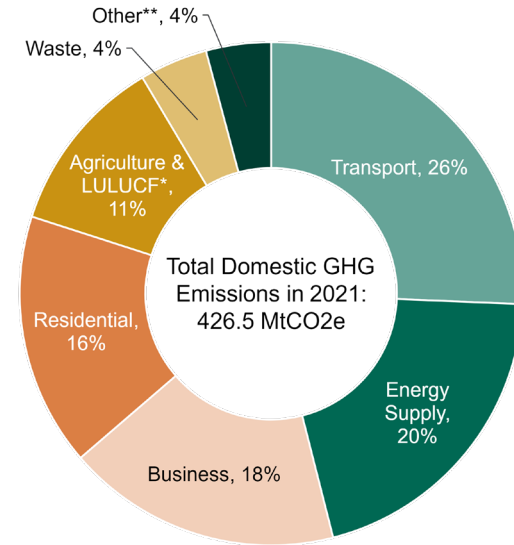
## Heating is an important energy demand which can be reduced

Space heating during the winter months accounts for around 65% of the total energy demand in a new home. Space heating is an excellent proxy for the fabric efficiency of the building – i.e. the insulation in the walls, floors and roofs; the windows/doors and the ventilation system. This is why we need to concentrate on a 'fabric first' approach.

## In summary

A Net Zero carbon home in operation is very energy efficient and has an ultra low level of space heating demand. It does not use any fossil fuels on site and therefore improves air quality. It also generates renewable energy on-site and is cheap to run.

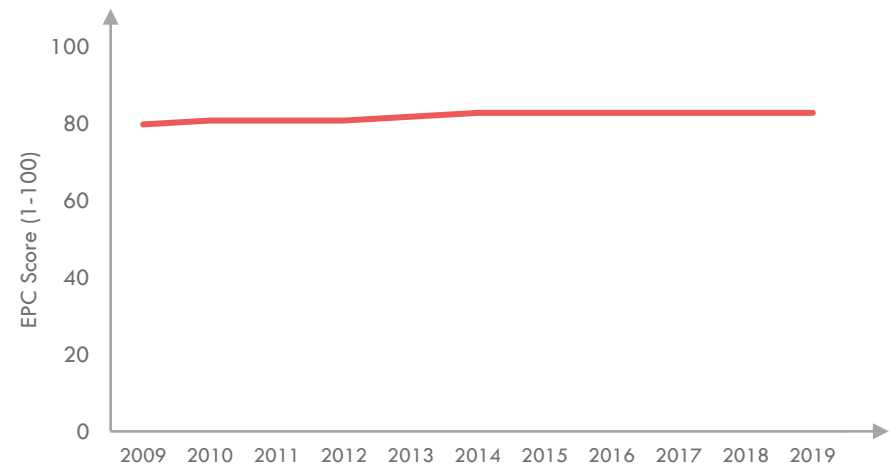
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UK Greenhouse gas emissions by sector, 2021, by proportion

(Source: DESNZ, 2023). \*LULUCF refers to Land Use, Land-use Change and Forestry.

\*\* Other combines public sector and industrial processes.



The EPC Score of new dwellings shows little improvement in the last 10 years

(Source: Live tables on Energy Performance of Buildings Certificates, MHCLG, 2020)

# Key Performance Indicators (KPIs) and recipe for Net Zero carbon homes



## Setting the right brief and targets is key

To achieve Net Zero carbon in reality, it is important that the brief and targets reflect this ambition from the start. A strong brief provides tangible guidance on how targets can be achieved. Best practice KPIs for new homes are listed in the table and all KPIs must be met for a home to be Net Zero carbon.

## Getting the right team

Delivering Net Zero carbon relies on the effective and successful coordination of a shared vision. Therefore, getting the right team on board at the right time is critical. The early appointment of an energy consultant with a specialism in Passivhaus or ultra low energy design, as well as early consideration of embodied carbon are recommended. A 'Net Zero carbon kick-off workshop' can be used to ensure the wider consultant team are clear on the targets and objectives.

## Consider certification by a recognised quality regime


Certification by a recognised quality regime can ensure that a development meets the space heating demand and Energy Use Intensity KPIs, and receives impartial quality assurance during and following design and construction. This is critical to minimising performance gaps. This toolkit refers to Passivhaus certification as a robust, best practice option, but other regimes do exist. If utilising Passivhaus, this involves the early appointment of a Passivhaus 'designer' to steer the design from concept stage and carry out PHPP (Passivhaus Planning Package) modelling. A Passivhaus 'certifier' will be required to act as an impartial quality assurance check on predicted performance during design and to carry out site inspections.

## Is energy modelling required?


Using accurate energy modelling is always the recommended route, however it is possible to target best practice by setting the right specification and design requirements as part of the project brief. Please refer to the 'How it all comes together' pages.


KPIs	
New housing	
Space heating demand	15 kWh/m <sup>2</sup> /yr
Energy Use Intensity	35 kWh/m <sup>2</sup> /yr
Electricity generation	120 kWh/m <sup>2</sup> <sub>fp</sub> /yr <small>m<sup>2</sup><sub>fp</sub> : m<sup>2</sup> building footprint</small>
Embodied carbon benchmark	500 kgCO <sub>2</sub> e/m <sup>2</sup> /yr

  
Ultra low energy homes

  
Energy use and efficient heating

  
Renewable energy

  
Embodied carbon

  
**CIBSE TM59**  
*Compliance with guidance on overheating risk*

  
**AECB**  
*Good practice water standard*

  
**In-use performance**  
*Collect data for the first 5 years*



PRE-PLANNING	PRE-CONSTRUCTION	CONSTRUCTION	HANDOVER AND USE
<p><b>Setting the brief and getting the right team</b></p> <ul style="list-style-type: none"> <li>• Include Key Performance Indicators (KPIs) requirements in the brief</li> <li>• Appoint the relevant consultants</li> <li>• Require the assessment of embodied carbon particularly for medium to large scale developments.</li> </ul>	<p><b>Design considerations</b></p> <ul style="list-style-type: none"> <li>• Optimise building form, orientation and window proportions</li> <li>• Define building fabric performance e.g. U-values</li> <li>• Allow sufficient thickness for all insulated walls, roofs and floor</li> <li>• Incorporate Mechanical Ventilation with Heat Recovery (MVHR)</li> <li>• Define airtightness strategy</li> <li>• Consider low carbon heating options e.g. heat pumps</li> <li>• Design roof to maximise renewables i.e. solar panels</li> <li>• Carry out embodied carbon assessment</li> </ul>	<p><b>Detailing, specification and choosing the right products</b></p> <ul style="list-style-type: none"> <li>• Include KPI requirements in the tender</li> <li>• Detail build ups of all external elements including thickness and conductivity of all materials and contact suppliers for confirmation of U-values</li> <li>• Identify all thermal bridges and conduct thermal bridge calculations</li> <li>• Define airtightness testing requirement for contractor</li> <li>• Specify high performing solar panels</li> <li>• Agree scope of post-occupancy evaluation.</li> </ul>	<p><b>On-site quality inspections</b></p> <ul style="list-style-type: none"> <li>• Run an ultra low energy workshop on site. Encourage contractor and team training to all attend.</li> <li>• Review alternative materials or products proposed by the contractor and ensure these meet performance requirements to achieve KPIs</li> <li>• Attend regular site visits and develop site quality tracker to assess against KPIs</li> <li>• Witness commissioning of ventilation and heating systems.</li> </ul>
<p><b>Best Practice Route</b></p> <ul style="list-style-type: none"> <li>• Appoint Passivhaus consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Energy (PHPP) modelling carried out by Passivhaus consultant to accurately predict energy use</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed U-value calculations and thermal bridge analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Regular inspections on-site by Passivhaus certifier</li> <li>• Clear responsibility for airtightness and several air testing to meet requirements</li> <li>• Passivhaus certification</li> </ul>

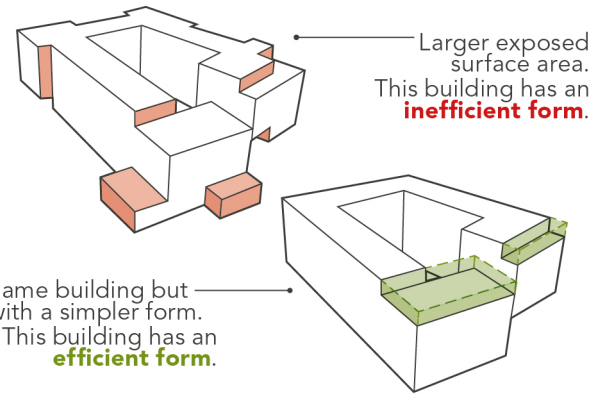
▶ Refer to design checklist in Appendix for a more comprehensive list of actions.



# Getting it right from the start: form, orientation and window proportions

## Getting the design right from the start is key

There are many factors which need to be taken into account in the design of new buildings. The [Council's Design SPD](#) should be consulted for more information. However, making informed decisions at an early design stage is key to delivering energy efficiency in practice. A building's form, orientation and window proportions are all aspects that do not add extra construction cost, but if optimised within the design can significantly improve the building's efficiency. For more details refer to the [Passivhaus Design Easi Guide](#). Considering these factors can help achieve criteria c) of policy SD7 of the 2030 Local Plan, where development proposals which maximise opportunities for passive solar gain and passive cooling through the orientation and layout of development are supported.



Designing the building to have an efficient form

## What should the building form look like?

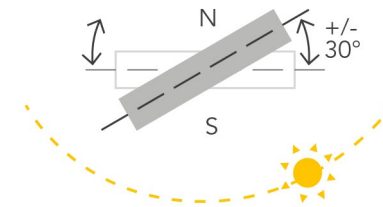
The building form should be as simple and compact as possible. This will reduce the exposed surface area for heat loss. Avoid or limit the use of stepped roofs, roof terraces, overhangs and inset balconies as these features will decrease the building's energy efficiency.

## Which direction should the building face?

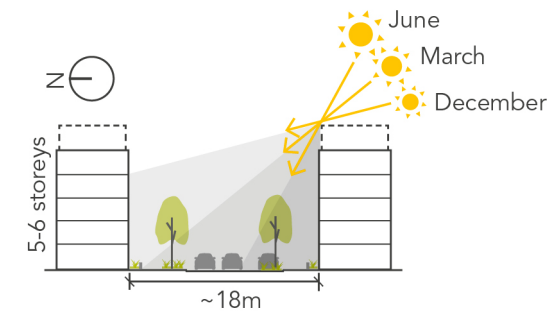
The orientation and massing of the building should be optimised if possible to allow useful solar gains and prevent significant overshadowing in winter. Encourage south facing dwellings with solar shading and prioritise dual aspect. Overshadowing of buildings should be avoided as it reduces the heat gain from the sun in winter.

## How big should the windows be?

Getting the right glazing-to-wall ratio on each façade is a key feature of energy efficient design. Minimise heat loss to the north (smaller windows) while providing sufficient solar heat gain from the south (larger windows). It is much easier to design smaller windows facing access decks and larger windows facing balconies. Therefore, try to orientate access decks to the north and balconies to the south.

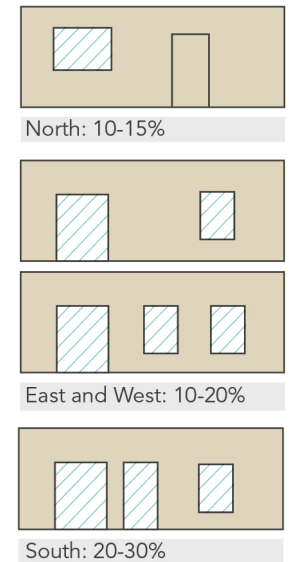


Elevations facing +/- 30° south will benefit from useful solar gains in the winter



Allow a distance of 1-1.5 times the building's height between buildings

(Source: Levitt Bernstein + Etude)



Recommended glazing percentages of each external façade



# Construction methods and quality

## Choosing a construction method

There are many different construction methods that could be utilised for building low energy residential dwellings: brick and block, timber frame, steel frame, structurally insulated panels, insulated concrete formwork, to name a few.

A low energy target need not dictate the construction method, indeed many factors, including the surrounding context of the building may have a big influence upon this (see the [Council's Design SPD](#)). But some methods lend themselves better to the aims of ultra low energy buildings than others.

For example, closed panel timber framing may deliver a better quality and more thermally efficient structure than an open panel timber frame. Similarly, a solid, insulated masonry wall may be easier to control for airtightness than a cavity wall.

## Achieving quality construction

The quality of workmanship on-site has a big impact on energy performance. Pitfalls to avoid include badly installed insulation which will reduce its effectiveness (e.g. compressed insulation, uninsulated gaps, or wall ties not being installed correctly), and site operatives cutting through air-tightness layers.

Ways to mitigate these risk include:

- Frequent checks on-site of insulation and airtightness measures by someone who knows what to look for, so problems can be addressed along the way rather than be covered up.
- Utilising off-site construction methods can help, where there is factory quality controlled manufacture.
- Using recognised quality regimes such as Passivhaus or Home Quality Mark can provide assurances of better construction quality.



Left: an example of good Expanded Polystyrene insulation installation. Right: An example of poorly installed partial cavity installation, loosely fitting, and cement dropped atop and inside cavity (Source: Etude)



A closed-panel timber frame, manufactured off-site with insulation, window and door frame included (Source: Vision Development).

# Airtightness for new build



## The importance of airtightness

Airtightness significantly improves energy efficiency and comfort, often for a relatively modest cost. In Part L of the Building Regulations (2021), new homes must achieve a maximum air permeability of  $8\text{m}^3/\text{h}/\text{m}^2$ , however new homes typically achieve levels of  $3\text{-}5\text{m}^3/\text{h}/\text{m}^2$ . Best practice levels are considered to be  $<1\text{m}^3/\text{h}/\text{m}^2$ .

## Start with a plan

Building airtight starts with a well thought through airtightness and ventilation strategy. Draw the airtightness line on plans and details, identifying which materials will form the airtight layer, and how they will be joined together. Identify challenging junctions, risks to airtightness, and consider how building services will interact with the airtight layer.

## Use the right products

Experienced manufacturers of airtightness products such as Isocell, Isover, Pro-clima and Siga have developed their products to achieve airtightness that lasts for many decades. Specify good quality products and ensure that inferior substitutes are not used on site.

## Stick to the plan on site

Once construction starts ensure the airtightness strategy is implemented precisely. Tradespeople should be briefed and the work regularly checked to ensure the airtight layer is being built correctly.

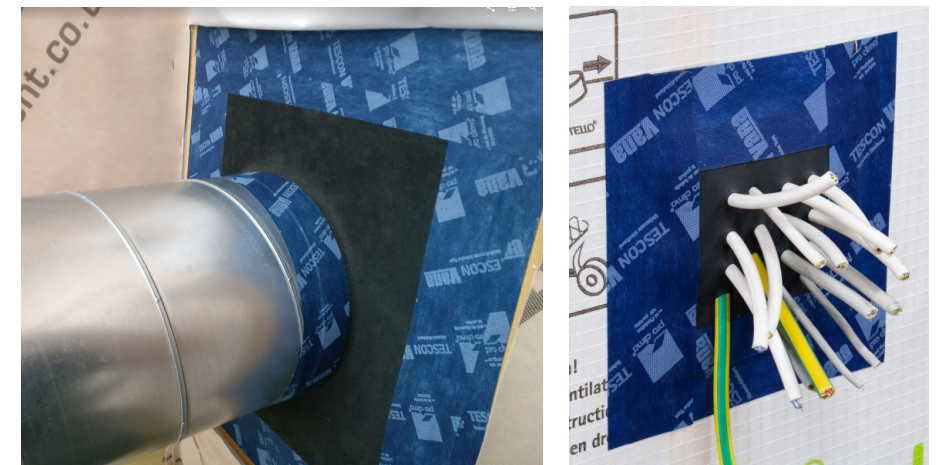
## Test, then test again

Plan for at least two air tests. The first test should be completed as soon as the building is weathertight and while joints between different components in the airtight layer are still accessible so leaks can be repaired if necessary. The second test on completion.



A good airtightness strategy forms the basis of an airtight building. This is an excellent example of taped OSB, with a dedicated service cavity on internal walls. The service cavity means most wires and pipes will not breach the airtight OSB layer

(Source: Jim Miller Design)



Services entries present a risk to airtightness, however proprietary grommets are available to ensure airtightness can be achieved. The image on the left is of a ventilation duct as a reminder that airtight buildings must have a robust ventilation strategy.

(Sources: [buildinghub.org.uk](http://buildinghub.org.uk) by user IanR, Ecological Building Systems)

# Ventilation for new build



## Controlled air flow through good airtightness

The key to managing ventilation in new dwellings is being in control of where, when and how air flows through a building. This starts with very good airtightness, to limit any uncontrolled infiltration. Trickle vents should be avoided as they do not control infiltration.

## Install a Mechanical Ventilation with Heat Recovery (MVHR) unit

To maintain good air quality, and to reduce heat losses within a home the use of an MVHR is critical. Not only does this unit supply air into living spaces, and extract air from kitchen and bathroom spaces, it does this using very little energy.

It is important that the unit is positioned as close as possible to an external wall to prevent heat loss from the ductwork that connects to the outside. These ducts should be accurately fitted with adequate insulation to prevent heat loss, and generally ductwork should avoid having sharp bends which could affect pressure loss and flow.

MVHR units include filters that must be changed regularly (usually at least once per year but check the manufacturer's instructions).

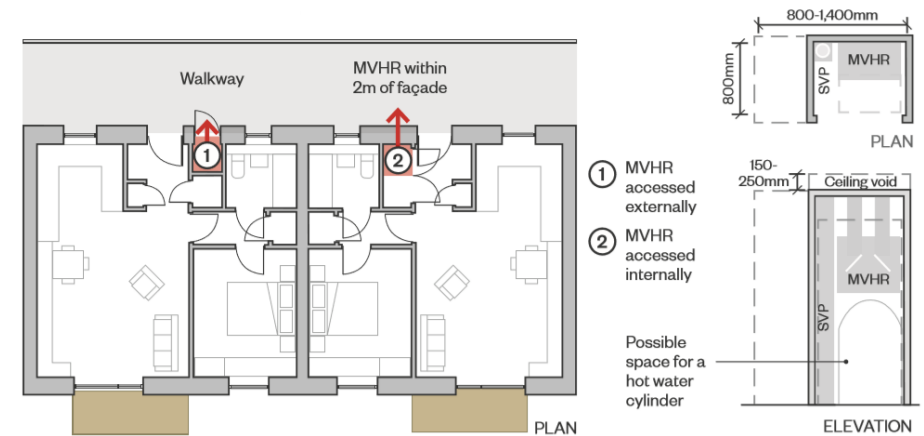
The design and installation of MVHR units must be of good quality – be aware of the requirements in Part F of the Building Regulations about visual inspections and air flow rate testing, and that changes are being proposed as part of the [Future Homes Standard](#) to improve the installation and commissioning of ventilation systems in new and existing homes.

## You can still open windows

There is a myth that 'sealing up' a building means you can no longer open the windows. This is not true. The benefit of an MVHR is that you do not have to open windows in winter for fresh air, letting the heat escape. Residents can open windows and use the homes normally.

## Trust the controls

A common issue is a lack of understanding or trust that the unit is working correctly, and then it underperforms due to inappropriate user adjustments, or a user turning off the MVHR completely.



MVHR systems are an effective way of providing ventilation to airtight homes.

The unit should be located within 2m of the façade (Source: Levitt Bernstein + Etude)

## Key requirements for a good MVHR system

Distance from external wall	<2m
Specific fan power	<0.85 W/l/s
Heat recovery	>90%
Thickness of duct insulation mm	>25mm
Certification	Passivhaus Certified
Maintenance	Easy access for filter replacement.

In order to have an efficient running MVHR, it is recommended to choose an MVHR that meets the above performance criteria



# Avoiding overheating

## Design out overheating from the start

Overheating is a known risk and can be reduced through good design:

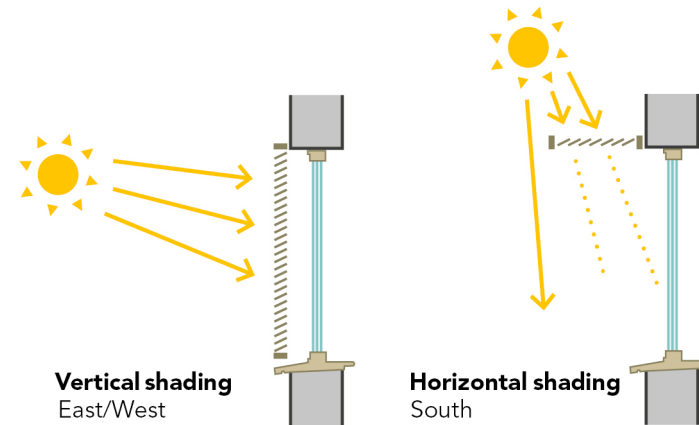
- Ensure glazing areas are not excessive i.e. not more than 20-25% of facade on south or west façades.
- Avoid fixed panes and maximise opening areas of windows. Side hung windows typically allow more ventilation than top hung.
- Favour dual aspect homes to allow cross ventilation.
- Provide appropriate solar shading. South façades should have horizontal shading over the window and the west façade should ideally have movable vertical shading e.g. shutters.
- Avoid relying on internal blinds, which can be removed by residents.
- Select a g-value (the solar factor indicating how much heat is transmitted from the sun) for glass of around 0.5 where possible.
- Use Good Homes Alliance [overheating checklist](#) for risk assessment.

## Consider potential conflicts

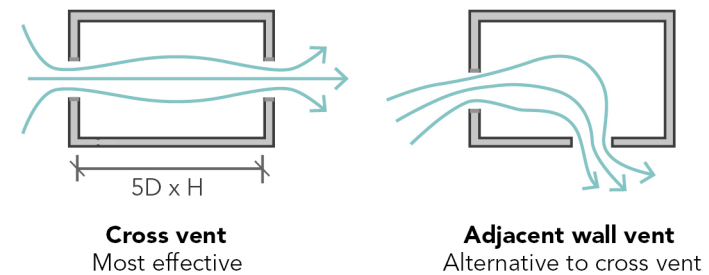
Daylight and acoustics design can conflict with overheating assessments. Use the [Acoustics and Noise Consultants \(ANC\) Acoustics, Ventilation and Overheating Guide](#) to determine an approach to acoustic assessment and seek to maximise daylight without significantly adding to the overheating risk.

## Carry out overheating modelling

Dynamic modelling should be undertaken to identify more clearly the risk of overheating and how to mitigate it. Prior to any planning submission, checking compliance with CIBSE guidance TM59 is recommended. A statement should be produced as part of the assessment to demonstrate the strategies can be implemented.



Provide horizontal shading on the south facade (e.g. brise-soleil or deep reveals) and vertical shading on the east or west facade (e.g. shutters). Design solar shading to allow useful solar gains in winter and block solar gains in summer.



Design for dual aspect homes to allow for natural cross ventilation

*Myth buster – a common myth is that ultra low energy design with airtight construction leads to overheating. It is true that any building which does not design in measures to address overheating effectively will be at risk of overheating (i.e. inadequate shading or insufficient openable windows etc.) but this is not a result of ultra low energy design.*



# Low carbon heat: design, commissioning and operation of heat pumps



The electricity grid has decarbonised and will continue to decarbonise, thus the most likely low carbon heat source for now and the future is electricity. This is done most efficiently, and has lower running costs, when using heat pumps.

## What types of heat pumps are available?

There are lots of different types of heat pumps, broadly in two categories, individual heat pumps and communal heat pumps. Individual heat pumps are shown in the adjacent diagram. For more information on communal systems continue to the next page.

## Designing heat pumps


Make sure that the heat pump is sized correctly to meet the heating and hot water load. Choose a heat pump with a refrigerant that has a low Global Warming Potential (GWP) - Propane is currently market best practice. Minimise pipe lengths to reduce the heat losses from distribution. Choose a heat pump with a high efficiency (often referred to as the Coefficient of Performance or COP).

## Radiators might be larger

Heat pumps run best at lower temperatures (around 35-45°C degrees) - this means that radiators may need to be slightly larger to emit the same amount of heat as a traditional radiator.

## Commissioning and handover

Make sure it provides the right quantity of water and the right temperatures. Make sure the user understands how the heat pump works and why it is set to operate in a certain way.

	Heating	Hot Water
 <b>Monoblock or split heat pump</b>	✓	✓
 <b>Ground source heat pump</b>	✓	✓
 <b>Heat pump integrated domestic hot water store</b>	✗ Heating is provided by direct electric panel radiators	✓
 <b>Exhaust air heat pump</b>	✓ Provides some level of heating by heating air that is circulated through the home*	✓

This diagram above shows four types of individual heat pumps that can be installed in homes (Sources: Valliant, Mitsubishi Electric, Nilan, Dimplex)

\* For ultra low energy homes this can provide the majority of the heating, but direct electric panel radiators may be needed for peak winter conditions or additional comfort

# Low carbon heat: design, commissioning and operation of heat pumps (continued)



## What is a communal heating scheme?

Rather than each home having their own heat pump or boiler, in a communal heating scheme heat is generated in a central plant room, and distributed. Each home has a heat interface unit which heats up the water that the home needs. Traditionally fed by gas boilers, these systems now need to rely on heat pumps.

## Beware inefficiencies

Even with well insulated pipes, heat is lost when you transport hot water through pipes. For ultra low energy schemes that do not need much heat, more than 50% of the heat that is generated by the communal heating system can be lost through the distribution pipe work. Furthermore, the potential for performance gaps (difference between designed intent and in-use performance) is increased. The supply temperature for communal heating systems has historically been 60-80°C. However, heat pumps operate best and most efficiently at lower temperatures. For these reasons, where new build schemes are designed with very high performing fabric (as recommended in this Toolkit), traditional heat networks with communal heat pumps will often not be the best solution and so they are generally not recommended. However, there are circumstances where heat networks and communal heat pumps might be the more appropriate solution for developments, including where lower levels of fabric performance are used or specific opportunities are present.

## Ambient loops with heat pumps in every home

An ambient loop system is a totally different type of system, and is a hybrid between communal heating and individual heat pumps. A small 'shoebox' style water source heat pump per home, is connected to an ambient loop that usually fluctuates between 10-25 °C. The communal heat pumps upgrade the heat in the ambient loop to the temperature required for the home. The ambient loop is either

a 'passive' loop coupled with the ground (a bit like a ground source heat pump) or an 'active' ambient loop connected to communal air source heat pumps.

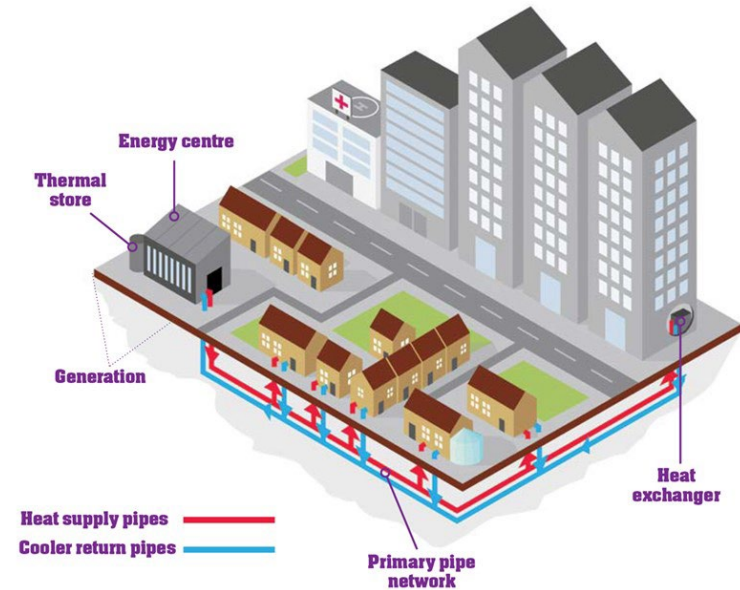


Diagram showing a traditional communal heating scheme connected to many homes from an energy centre containing the central plant (Source: E&T)

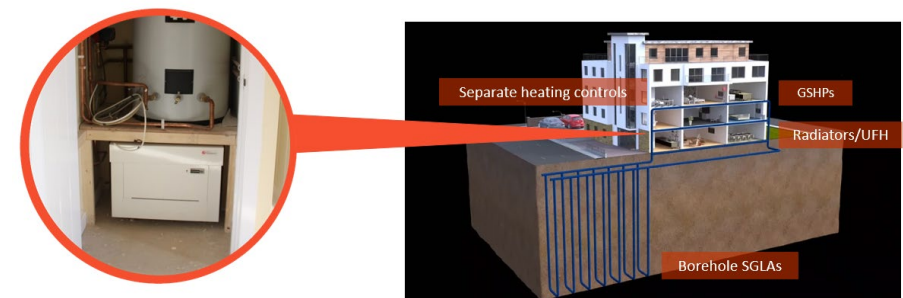
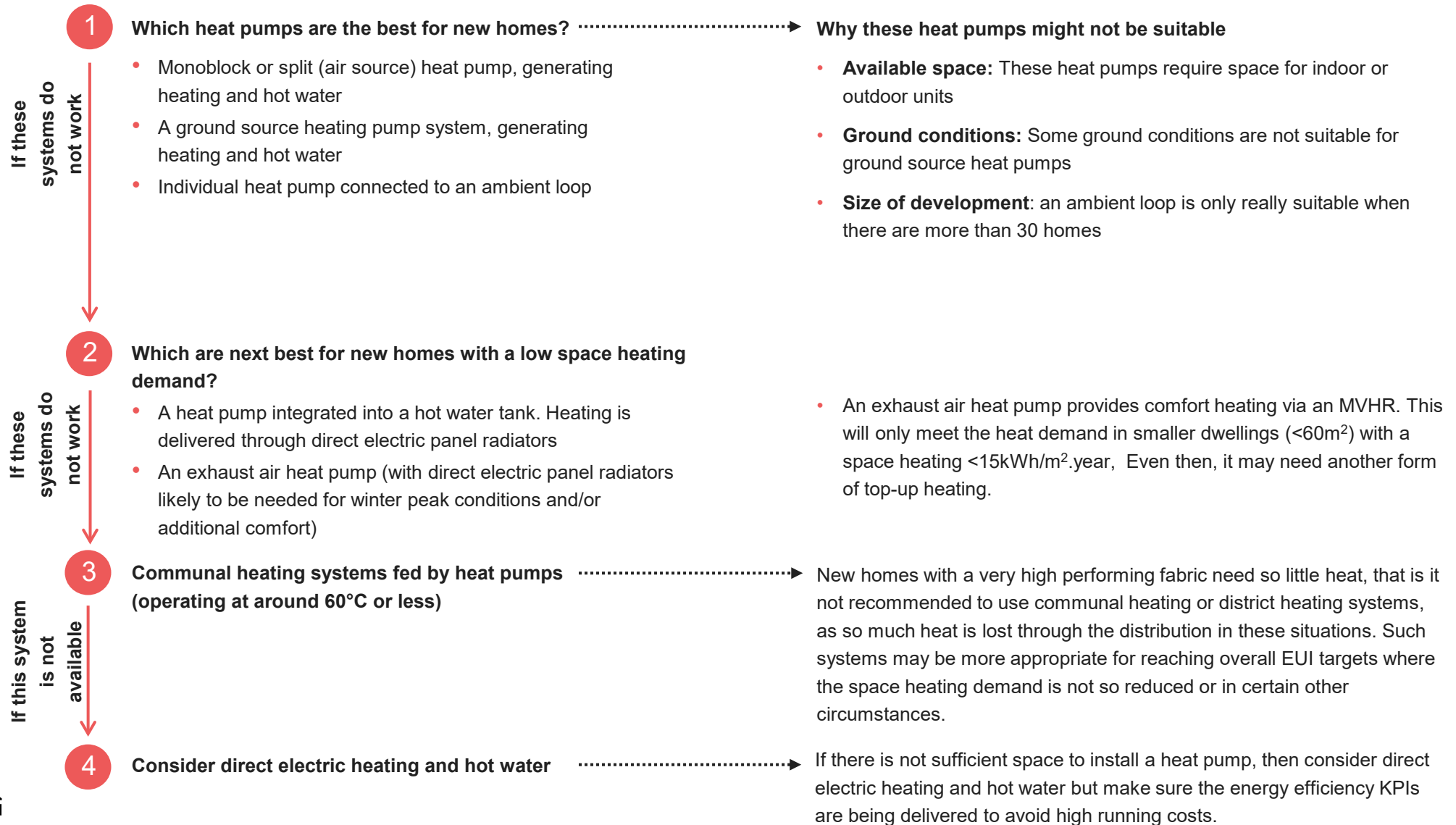


Diagram showing a passive ambient loop, with a small 'shoebox' style water source heat pump in each home connected to a ground array (Source: Kensa)

# Which heat pump is best for me?



There are various types of heat pump options available for new homes. This page outlines which heat pumps are available and which to choose.



# Water efficiency and domestic hot water



## Reduce overall water consumption

Water efficiency is about reducing our use of mains water and the effect our buildings have on water resources. To comply with policy SD7 of the 2030 Local Plan, water use should not exceed 110 litres/ person/day, ideally less. This represents the optional (tighter) requirement in Part G of the Building Regulations, and [Approved Document G](#) sets out the methodology for calculating and evidencing the standard.

## Reduce hot water to reduce energy use

In very low energy buildings, the energy required for hot water can exceed the amount of energy required for space heating. Therefore optimisation of hot water systems is essential to ensure energy use remains low.

### What can you do?

#### Reduce flow rates

- The AECB water standards (opposite) provide clear guidance on sensible flow rates for showers and taps in low energy buildings.

#### Reduce distribution losses

- All pipework must be insulated and designed to ensure there are no 'dead legs' containing more than 1 litre. Tapping points (e.g. taps, shower connections) should be clustered near the hot water source. Small bore pipework should be carefully sized based on peak demands, minimising the diameter where possible.

#### Insulate to minimise losses from hot water tanks

- The standby losses of hot water tanks are highly variable, and can have a significant impact on overall energy use. Target a hot water tank heat loss of less than 1 kWh/day equivalent to 0.75 W/K.

#### Install waste water heat recovery systems in shower drains

- A simple technology that recovers heat from hot water as it is drained. Vertical systems can recover up to 60% of heat more than common horizontal ones recovering 25-40%.

#### Consider water recycling

- This is the process of treating waste water and reusing it, it can be used for large portions of potable water use.

Appliance / Fitting	AECB Good Practice Fittings Standard
Showers	6 to 8 l/min measured at installation. Mixer to have separate control of flow and temperature although this can be achieved with a single lever with 2 degrees of freedom (lift to increase flow, rotate to alter temperature). All mixers to have clear indication of hot and cold, and with hot tap or lever position to the left where relevant.
Basin taps	4 to 6 l/min measured at installation (per pillar tap or per mixer outlet). All mixers to have clear indication of hot and cold with hot tap or lever position to the left.
Kitchen sink taps	6 to 8 l/min measured at installation. All mixers to have clear indication of hot and cold with hot tap or lever position to the left.
WCs	≤ 6 l full flush when flushed with the water supply connected. All domestic installations to be dual flush. All valve-flush (as opposed to siphon mechanism). WCs to be fitted with an easily accessible, quarter turn isolating valve with a hand-operated lever. Where a valve-flush WC is installed, the Home User Guide must include information on testing for leaks and subsequent repair.
Baths	≤ 180 litres measured to the centre line of overflow without allowing for the displacement of a person. Note that some product catalogues subtract the volume of an average bather. A shower must also be available. If this is over the bath then it must be suitable for stand-up showering with a suitable screen or curtain.

Refer to the full [AECB document](#) for more information.

## Solar PV panels for houses



Solar PV panels are a simple, mature and reliable renewable energy technology. The majority of new homes have sufficient space on site to generate as much energy as they need on an annual basis. They are a particularly good match for heat pumps, where much of the solar electricity can be used to provide heating and hot water.

### Can you save much with Solar PV?

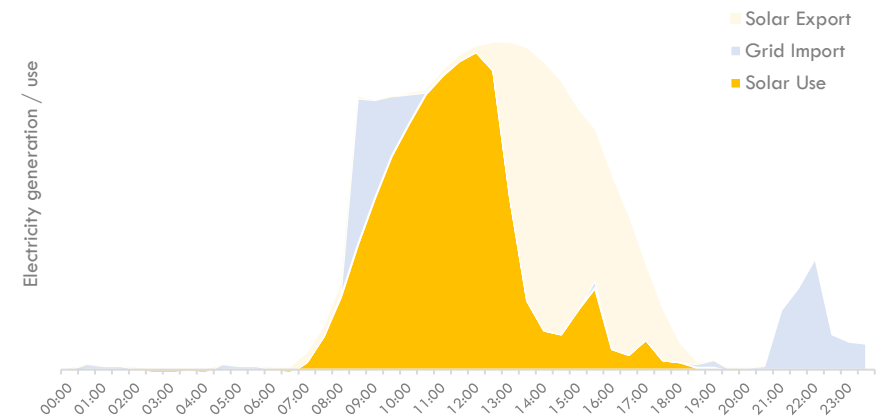
The lifetime cost of solar electricity in the UK is typically around half the price of grid electricity. Solar PV panels will therefore save money and carbon emissions by avoiding the need for your home to import electricity from the grid, and by exporting surplus energy back to the grid. Export tariffs typically pay around 16p per unit of electricity sold. Expect to use anywhere from 15%-50%+ of solar energy directly, depending on how well a home's consumption is matched to the sun. The recent energy crisis has shown the value of having a secure source of low-cost renewable energy, removed from volatile price fluctuations on the grid.

### Where to install solar PV panels

Solar PV panels are typically installed on roofs as these often provide unshaded locations facing the sun for much of the day. They can be installed on flat roofs, pitched roofs, and even on walls or pergolas. A solar installer can advise you as to the most suitable locations.

### Choosing a good installer

Prices and installation quality vary between installers, so choose carefully. Small residential systems should typically cost around £2,300 per kW. The government regularly publishes [Solar PV cost data](#) if you want to check the latest prices. Look for a genuine and experienced Microgeneration Certification Scheme (MCS) certified installer that has a track record. Treat offers of 'free solar' with caution, these are typically financed systems, where you enter a long-term contract to pay a monthly fee. This can complicate selling or mortgaging your home.



*This graph shows how solar works in practice on a sunny day. In the morning, solar energy is used to heat the home or a hot water tank, or charge an electric car. By early afternoon the hot water tank and electric car are both fully charged, so most solar energy is then exported. In the early morning and the evening, electricity is imported from the grid.*



*To maximise solar self-consumption, prioritise smart thermostats, solar hot water diverters, and solar electric vehicle charging. Residential batteries are expensive and can significantly increase the embodied carbon of solar energy, so avoid them unless absolutely necessary.*

*(Sources: Tado, Marlec Engineering Co., Myenergi)*

## Solar PV panels for blocks of flats



In the UK it is generally possible for blocks of flats up to six stories in height to achieve a net zero energy balance on site through the use of rooftop solar PV arrays, heat pumps and efficient building fabric.

### The value of solar PV panels

A key challenge for solar panels on multi-residential buildings is figuring out how to maximise the financial benefit to occupants. Exported solar energy is only worth about 16p per unit, whereas electricity typically costs about 34p per unit to buy. Savings are therefore greatest if solar electricity can be used directly, avoiding the need to buy grid electricity.

### Connection options

The simplest option is to connect the solar PV panels to the landlord's supply, collect export tariff payments and issue a solar dividend to tenants, but this offers the lowest financial benefit.

A traditional approach to increase savings is to 'split' the array into many smaller arrays, and connect each one directly to each flat so the electricity can be used directly, however this can increase complexity and costs. A more elegant solution is the 'solar tenant model', pioneered in Germany. In this case, the building has a single electricity meter with the energy supplier and the landlord manages sub-meters to each flat. Bills are issued to tenants based on their share of the net consumption of the building from the electricity grid, maximising solar self-consumption.

Communal ownership models are emerging which enable site generated energy to be used by residents at cost price, with residents also then able to benefit from profits earned by selling surplus back to the grid.

### Choosing a good installer

Large residential systems should cost under £900 per kW. Check government [Solar PV cost data](#) to make sure you get a good deal.



*East/West facing concertina type solar arrays are usually the best solution for the flat roofs of blocks of flats. They generate less energy per panel than rows of south facing panels, but achieve much higher panel densities as they do not require large gaps between the rows to avoid interrow shading. (Source: K2 Systems)*



*South facing solar facades produce around 15% less energy than an East/West concertina array, but generate more electricity than an East/West array in winter months. For buildings with heat pumps, this can be a great match. (Source: Solarbuildingtech.com)*



## Intuitive and flexible energy use

Demand response or energy flexibility refers to the ability of a system to reduce or increase energy consumption for a period of time in response to an external driver (e.g. energy price change, grid signal). Energy storage allows these systems to consume, retain and release energy as required in response to specific energy demands. Smart controls respond to these external drivers and demands to manage our systems.

## Maximise renewables and stabilise the grid

These measures can help maximise the utilisation of on-site renewables and help stabilise demand on the grid. Moreover it will help to decarbonise the grid: when renewable electricity generation is low, demand response measures reduce the load on the grid, reducing the amount of peak gas plant that must be switched on to meet the grid demand.



Smart controls and demand response measures in the home (Source: SMA Solar UK)

## What can you do?

### Peak reduction

- Use passive measures and efficient systems to reduce heating, cooling and hot water peaks

### Active demand response measures

- These measures reduce the electricity consumption for a certain period.
- Install heating and cooling set point control with increased comfort bands, controlled with smart thermostats or home energy management systems.
- Integrate thermal storage of heat into communal or individuals system within a building.
- Reduce lighting ventilation and small power energy consumption

### Electricity generation and storage

- Use products that can generate electricity and feed into the grid, or power the building.
- Consider solar to water heat storage

### Electric Vehicle (EV) charging

- It is generally accepted that there will be a large increase in electric vehicles, so it is essential to implement demand response to ensure grid stability.
- Charge EVs only when needed and allow the supplier to cut the charging short during peak times
- Install 'Vehicle to Grid' / 'Vehicle to Home' technology which allows the EV battery to be used to supply the home during grid peak periods.

### Behaviour change

- Raise awareness of how people use electricity and the impacts.
- Consider incentives to reduce peak demand.
- Encourage responsible occupancy.

### Microgrids

- Consider being part of a small semi-isolated energy network, separate from the national grid.

# Gigabit capable digital connectivity



## Increased demand

High quality digital connectivity needs to underpin many aspects of Net Zero. Smarter controls and demand response measures will require fast, reliable and resilient connectivity. Together with smarter electric vehicle charging and on-site renewable generation and storage technologies, they and other smart devices will increase the demand on our domestic digital connections significantly over the next few years. In addition to this, higher quality digital connectivity can enable more of us to work from home more often and more comfortably, and not have to choose between connectivity for work, school, streaming services or other demands because our connections are insufficient. Reducing the need to travel to work and to access services can deliver major carbon reductions.

## Traditional connectivity is insufficient

Traditional copper-based connections suffer from finite capacity which limits the speed and increases the latency (delay) of connections. They are also vulnerable to degradation by the weather. So at peak demand, within the house or neighbourhood, internet services can be slow, intermittent or drop out completely. Fibre to the cabinet (FTTC) has been rolled out in many areas where fibre optic cables have replaced mainline copper wires nationally and between telephone exchanges and cabinets (the green boxes next to the road). However, copper wires remain in place between the cabinet and the home and so capacity, speed, latency and resilience remain issues.

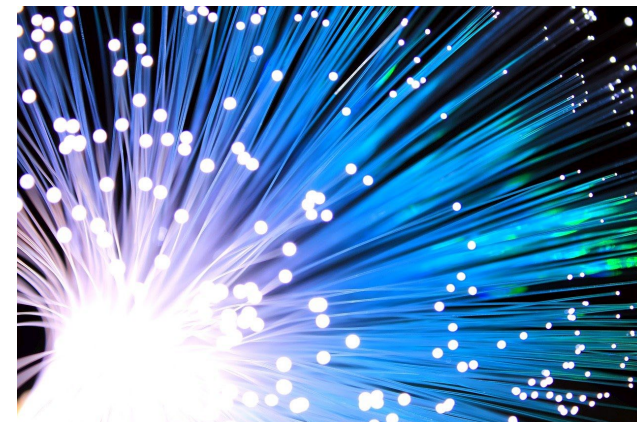
## Full-fibre, gigabit capable connectivity is the answer

Full-fibre connectivity, providing fibre to the premises (FTTP) removes these concerns, being capable of delivering gigabit speeds (>1,000 Mbps). This enables greater consistency and reliability of services, greater resilience and much lower data delay (latency).

Plan for this level of connectivity in from the start of your project, including connection into the home and into specific rooms where direct connection would be beneficial (e.g. home office and living room). Be aware that new Building Regulations came into force in December 2022 which introduce gigabit broadband infrastructure and connectivity requirements for the construction of new homes in England. Guidance for developers is available at: [New build connectivity: information for developers - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/new-build-connectivity-information-for-developers).



Smarter homes mean increased demand for digital connectivity



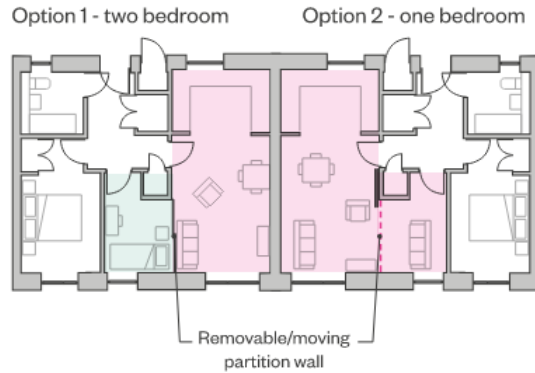
Fibre optics can deliver the Gigabit capable connectivity that will be needed





# Embodied carbon

Embodied carbon includes the carbon emissions associated with the extraction and processing of materials, energy use in the factories and transport as well as the construction of the building and repair, replacement and maintenance. It also includes the demolition and disassembly of the building at the end of its life. Low embodied carbon design is not inherently more expensive or more complex, it just requires awareness and good design.



Design for adaptation using a flexible floor plan e.g. one bed flat can be converted to a two bed flat or a one bed flat with space for home working. Working to a regular grid with removable partitions will allow adaptation as well as creating soft spots in the structure. (Source: Elementa)

## What can you do?

### 1 Refurbishment over new build

Only build new when existing homes cannot be reused or refurbished.

### 2 Lean design

**Structural:** Design structure for 100% utilisation. Use bespoke loading assumptions, avoid rules of thumb. Reduce spans and overhangs.

**Architectural:** Use self-finishing internal surfaces. Reduce the quantity of metal studs and frames.

**Building services:** Target passive measures (e.g. seasonal shading from trees, improved fabric) to reduce the amount of services. Reduce long duct runs, specify low Global Warming Potential (GWP) refrigerant (max. 150) and ensure low leakage rate.

### 3 Material and product choice

Prioritise materials that are reused, reclaimed or natural from local areas and sustainable sources and that are durable. If not available use materials with a high recycled content. Use the following material hierarchy to inform material choice particularly for the building structure;

- 1. Natural materials e.g. timber
- 2. Concrete and masonry
- 3. Light gauge/Cold rolled steel
- 4. Hot rolled steel

Ask manufacturers for Environmental Product Declarations (EPD) and compare the impacts between products in accordance with BS EN 15804. Use free embodied carbon tools to calculate impacts such as the [One Click LCA Planetary](#) tool.

### 4 Housing adaptation & flexibility

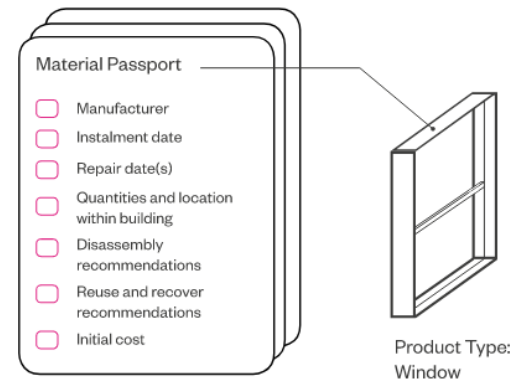
Allow for flexibility and consider how a layout may be adapted in the future.

### 5 Easy access for maintenance

Maintained equipment will last longer.

### 6 Design for disassembly

Consider disassembly to allow for reuse at the end of life of the building. Create material passports for elements of the building to improve the ability of disassembled elements to be reused.



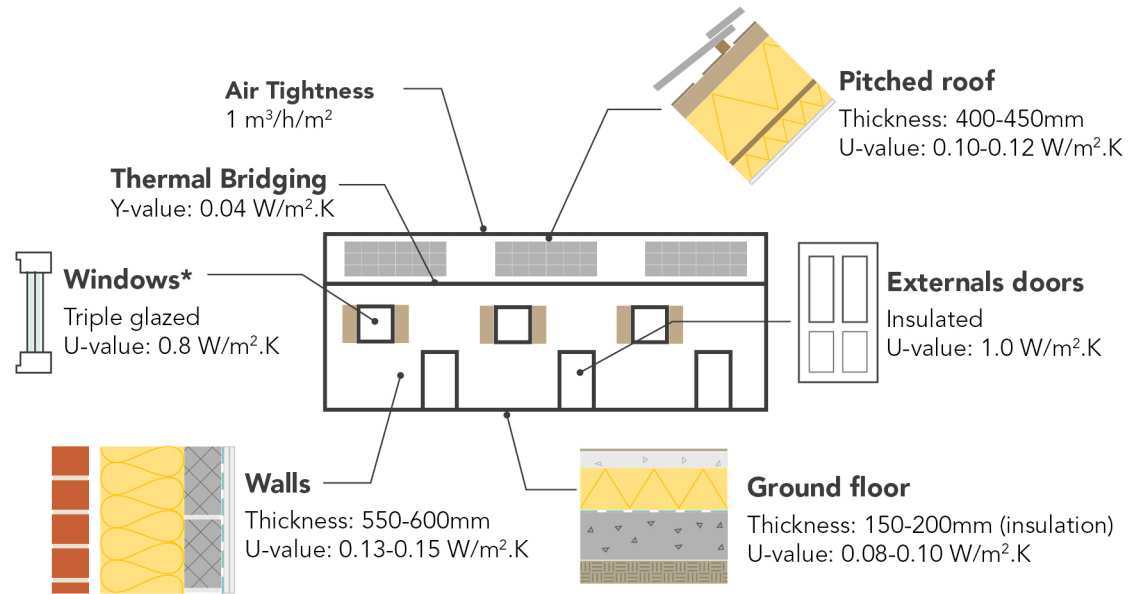
Create material passports for products: This will improve the ability of disassembled elements to be reused. A material passport provides identification of materials, components and technical characteristics with guidance for deconstruction and applicability of re-use. In this way the building becomes a material bank for future use. (Source: Elementa)

# How it comes together - new terrace house



## Design checklist

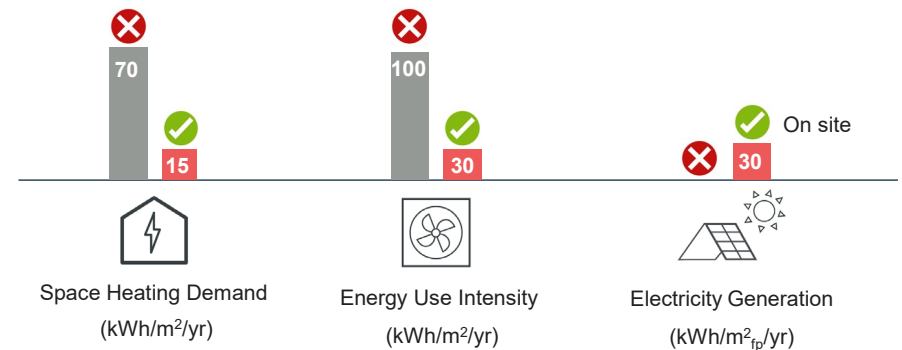
- ✓ **Form efficiency**  
*Ensure the building form is as simple and compact as possible*
- ✓ **Window proportion**  
*Follow recommended ratio of window to external wall*
- ✓ **Mechanical ventilation**  
*MVHR 90% efficiency*  
*≤2m duct length from unit to external all*
- ✓ **Airtightness**  
*Airtight building fabric*  
*< 1 m<sup>3</sup>/h/m<sup>2</sup> at 50 Pa*
- ✓ **Heating system**  
*Choose a low carbon heating system e.g. heat pump*
- ✓ **Design out overheating**  
*Carry out overheating analysis (as per CIBSE TM59 guidance) and reduce overheating through design e.g. external shading, openable windows and cross ventilation*



## Performance

As electricity generated on site with PVs is the same as the Energy Use Intensity (EUI) on an annual basis, the building is **Net Zero carbon in operation**.

- Typical terrace house built to comply with building regulations
- New zero carbon terrace house

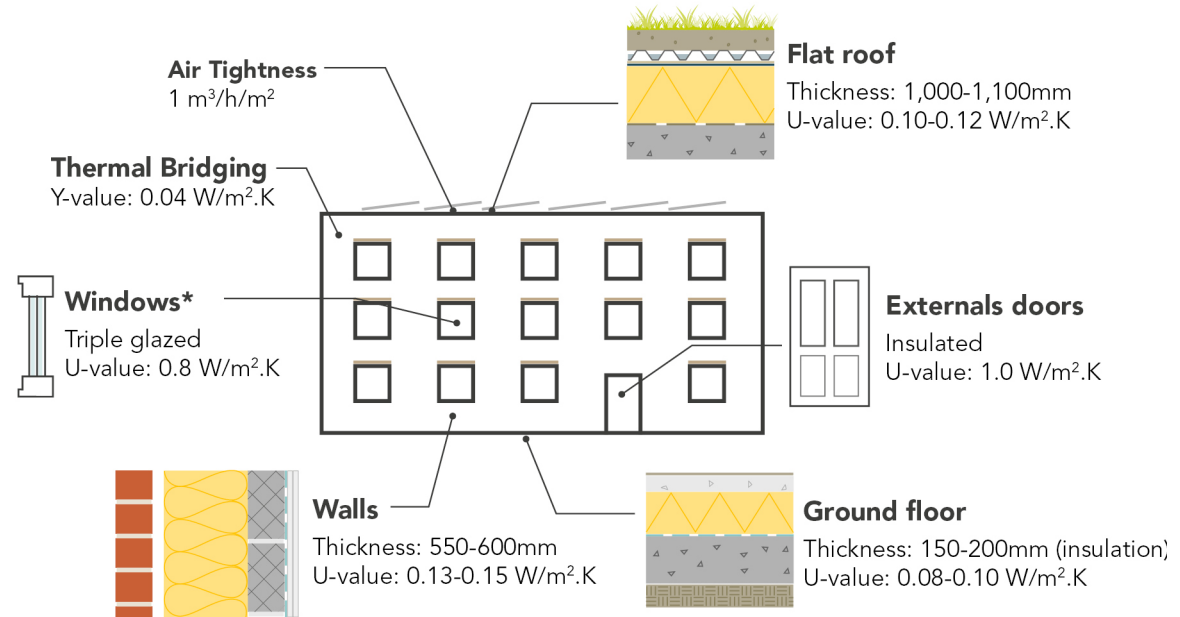


# How it comes together – small block of flats (6-8 units)



## Design checklist

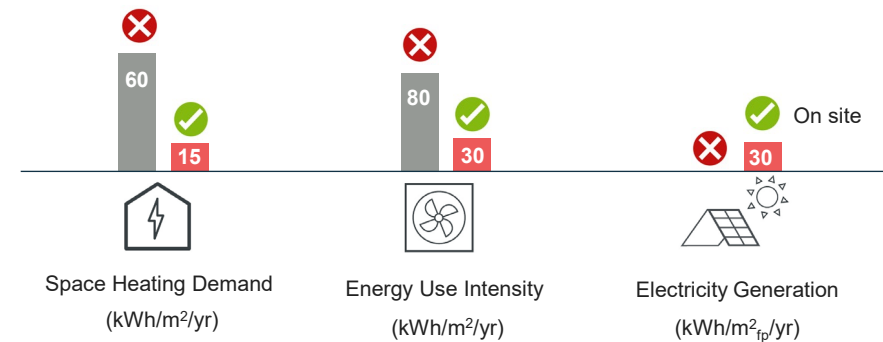
- ✔ **Form efficiency**  
*Ensure the building form is as simple and compact as possible*
- ✔ **Window proportion**  
*Follow recommended ratio of window to external wall*
- ✔ **Mechanical ventilation**  
*MVHR 90% efficiency*  
*≤2m duct length from unit to external all*
- ✔ **Airtightness**  
*Airtight building fabric*  
*< 1 m<sup>3</sup>/h/m<sup>2</sup> at 50 Pa*
- ✔ **Heating system**  
*Choose a low carbon heating system e.g. heat pump*
- ✔ **Design out overheating**  
*Carry out overheating analysis (as per CIBSE TM59) and reduce overheating through design e.g. external shading, openable windows and cross ventilation*



## Performance

As electricity generated on site with PVs is the same as the Energy Use Intensity (EUI) on an annual basis, the building is **Net Zero carbon in operation**.

- Typical small block of flats built to building regulations
- New zero carbon small block of flats



## Cost premium for a Net Zero new home



### A 2-6% cost premium for Net Zero carbon in operation...

The cost premium for delivering a new Net Zero carbon home is estimated to represent approximately 2-6% compared with a Part L 2021 equivalent.

The majority of additional costs is associated with the energy efficient fabric and ventilation and in particular with triple-glazed windows, airtightness and MVHR, as well as additional PV generation. There is no significant additional cost for the heating system as Part L 2021 is already seeking to accelerate the transition to heat pumps.

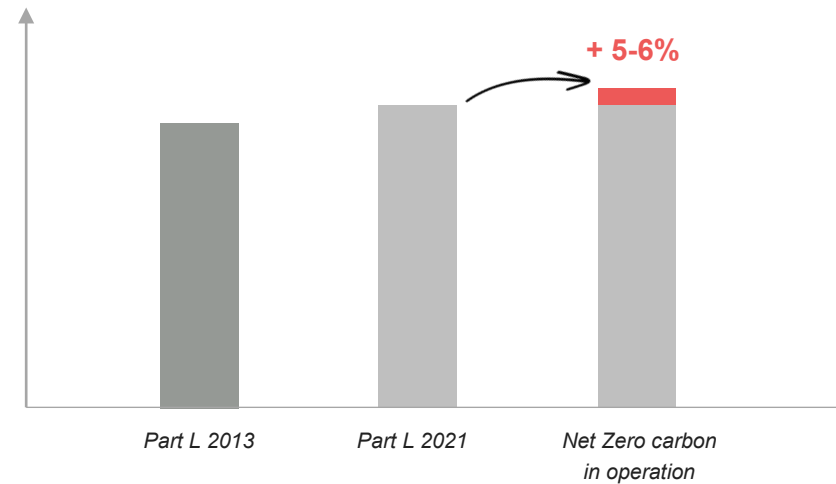
### ... and the potential to drive down costs

A significant advantage in committing to Net Zero new homes is that it is a sustainable standard for the future. This offers significant opportunities for clients, contractors and project teams to reduce their additional costs over time by improving processes (e.g. airtightness) or contributing to driving down the cost of key technologies. There has been a significant reduction in the cost of solar PVs in the last ten years and other reductions, albeit smaller, are expected for heat pumps and MVHR.

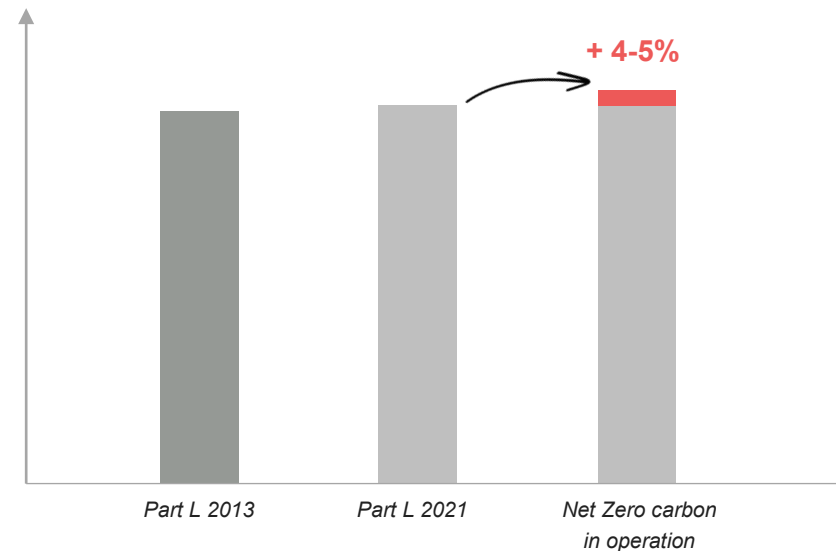
### Significant cost savings for the residents

Using the same typologies as examples, a Net Zero carbon home is expected to lead to residents' energy bills which will be approximately 35-40% lower than compared to a Part L 2021 house.

For blocks of flats, an even greater level of reduction in energy costs appears to be possible, approximately 50%.



Estimated cost premium for a typical **new terrace house**



Estimated cost premium for a typical **new block of flats**

## Don't do this! (new build)



The intention of this toolkit is to provide clear guidance on what you should do when designing and building a Net Zero carbon building. This page summarises some of the “Don’ts”...

### Don't be misled by technologies and environmental schemes

When looking to build sustainable and low energy buildings, there are plenty of distractions. Many products, systems and technologies are suggested to be silver bullets in helping achieve Net Zero carbon buildings. Unfortunately, when put under scrutiny, many products or strategies do not achieve the desired outcome.

Additionally environmental assessment schemes for new homes are generally not sufficient to help the building achieve Net Zero carbon: a specific ambition is required.

### Avoiding business as usual

There is an emerging consensus in the construction industry on how to achieve Net Zero operational carbon. For example, there are several key energy efficiency, heating and ventilation principles which need to be adopted which have been discussed in earlier sections. Taking a business as usual approach to construction is not sufficient because many traditional ways of heating and ventilating homes are not aligned with a Net Zero objective.



**X** Do not install gas boilers. (Source: Worcester)



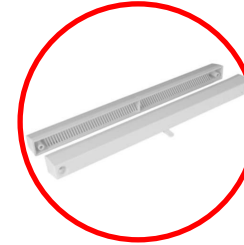
**X** Do not install open fireplaces. (Source: Lytton)



**X** Do not install extract only ventilation systems. (Source: Ventaxia)



**X** Do not install domestic wind turbines. (Source: Suzlon energy Limited)



**X** Do not rely on trickle vents to provide ventilation. MVHR should be adopted. (Source: Greenwood)



**X** Do not install double glazed windows: prefer triple glazed windows. (Source: Classic window Replacement)



Sustainable, energy efficient and climate resilient design is integral to what constitutes high quality design. Consult the Council's [Design SPD](#) to understand how new development can be delivered to the highest quality. The Council is also currently preparing supplementary planning guidance on how to achieve, and ideally go beyond, the energy-related policy requirements in policy SD8 of the Runnymede 2030 Local Plan.

### Considering the wider sustainability picture

Beyond energy, there are many design decisions that affect a home's impact on the environment and carbon emissions. Below are some things to consider and signposts to additional information.

The Home Quality Mark (HQM) is a certification scheme designed by the Building Research Establishment (BRE). There is a strong focus on sustainability, and the guides are available to download for free. They can be used to guide design decisions whether or not a developer decides to proceed with certification.

### Choosing a site

There are many questions to consider when choosing a site:

- Is there an existing building that could be refurbished instead of demolished?
- What are the transport links like? Will occupants be dependant on using a car (CO2 emissions from local car use can represent a large proportion of a household carbon footprint)?
- What biodiversity does the site support and how can the new development contribute to achieving biodiversity net gains over and above policy and legislative requirements and to creating new green infrastructure?

### Supporting ecology and biodiversity

We are in an ecological emergency as well as a climate emergency, both of which are inextricably linked. Supporting and enhancing biodiversity and green infrastructure will benefit occupants, the wider community and economy with improvements to health, better water management, reductions in pollution etc as well as being of value to species and habitats. The Council's [Green and Blue Infrastructure SPD](#) provides detailed guidance and checklists for developers.

#### Design Checklist – Building Resilience to Climate Change

Through GBI Strategies and Masterplans, applicants should signpost how they have considered the following:

##### All Development

- Where feasible, have green/brown roofs and/or green walls been incorporated into buildings to increase energy efficiency, create new habitats and shade and slow the rate of runoff?
- Has the siting and design of the built form and external spaces been orientated to maximise passive solar gain whilst creating sheltered and sunny green spaces?
- Have tree species been chosen that help cool spaces in the summer, provide solar gain in winter and reduce rainwater runoff while contributing to biodiversity? Has structural planting been designed to create shelter from winds in winter and shade in summer?
- What measures have been identified to improve the quality and quantity of water?
- Have rainwater harvesting systems been incorporated to provide grey water recycling?
- Have watercourses/buffer zones been included to protect and enhance Blue Infrastructure on-site?

##### Major Developments should also consider

- If renewable energy technologies are required in accordance with Local Plan Policy SDB, has solar water heating/electricity generation been considered for installation on roofs, potentially as part of a green roof?
- Where relevant, has an assessment of the ground water and water resource of the site taken place?

*The Design Checklist within the GBI SPD to build resilience to climate change*

- Where relevant, have studies of groundwater, contaminated land etc been undertaken to determine the suitability of the site for sustainable drainage systems?
- Have sustainable drainage systems been considered and incorporated into the scheme? If so, do SuDS layout or strategies consider:
  - Linked SuDS to enhance biodiversity and recreational resource?
  - What provision has been made for water balancing measures such as storm water ponds or lagoons to replace groundwater levels, and have sustainable drainage systems using swales been considered?
  - Have relevant flood strategies been identified and do they inform the design and approach to GBI and the wider masterplan?
- Does the development physically and visually connect to the surrounding GBI network and provide attractive and safe travel corridors for cyclists/pedestrians?
- How has existing or proposed woodland been incorporated to provide benefits such as carbon sequestration and habitat creation?

### Resources

[Runnymede 2030 Local Plan](#)

[Design SPD](#)

[Green and Blue Infrastructure SPD \(GBI SPD\)](#)

[Home Quality Mark](#)

[One Planet Living](#)

[Wildlife Trust: Homes for people and wildlife](#)



## Facilitating sustainable transport

- Design a site's infrastructure and ongoing links in compliance with Local Transport Note 1/20 – much of this guidance has been incorporated into Surrey County Council's [Healthy Streets for Surrey Design Code](#). Policy SD3 of the 2030 Local Plan supports schemes which enhance the accessibility and connectivity between people and places by active and sustainable forms of travel.
- Incorporate convenient and secure cycle parking, in accordance with policies SD4 and SD7 of the 2030 Local Plan and the [Parking Guidance SPD](#).
- Supply properties with electric vehicle charging points in line with the requirements of policy SD7 of the 2030 Local Plan and the [Parking Guidance SPD](#) (unless [Part S Building Regulations](#) standards are greater). Is a car club or other shared transport solution possible for the site?
- Does the home support effective homeworking? Are there sufficient plug sockets and internet connectivity sockets? Is gigabit capable full-fibre digital connectivity provided? Should a home office be considered?

## Using water efficiently

It is little known that demand for water is projected to outstrip supply in future years. Therefore, installing water efficient fittings is very important in new homes. It can also save energy and costs related to heating water. The AECB water standards provide guidance on water efficiency for all fittings.

## Reducing flood risk through Sustainable Urban Drainage (SuDS)

Changes to our climate are predicted to result in increased rainfall and greater risk of flooding. Integrating SuDS into a development can greatly improve the site's ability to capture, absorb and effectively retain water as

part of a comprehensive green infrastructure design. This will reduce surface water run-off and support local drainage networks to function effectively, reducing the risk of flooding. Surrey County Council is the Lead Local Flood Authority (LLFA) for Runnymede – they have produced [comprehensive guidance](#) on how to meet national SuDS standards.

## Creating a healthy environment

Our homes are places that should support our health and wellbeing. Consideration of the materials chosen can have a beneficial effect on people's health. For example, volatile organic compound (VOCs) content can cause short term irritation for some people, and long-term health problems. Ventilation and good indoor air quality are also discussed in this toolkit.

## Transport

- [Cycle Infrastructure Design Local Transport Note 1/20](#)
- [RBC Parking Guidance SPD](#)
- [RBC EV Strategy](#)
- [SCC Healthy Streets for Surrey Design Code \(including cycle store specifications\)](#)

## Water

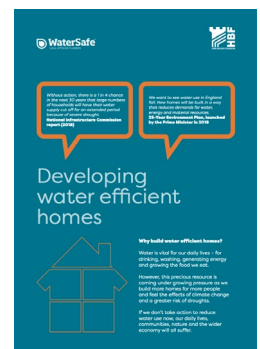
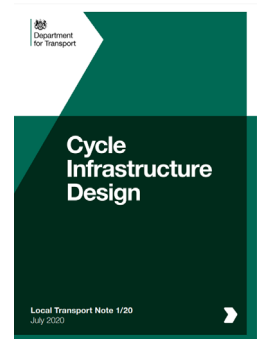
- [Developing Water Efficient Homes](#)
- [AECB Water Standards](#)
- [Approved Document G – achieving the optional water efficiency standard in policy SD7](#)

## Sustainable Urban Drainage

- [SCC Sustainable Drainage System Design Guidance](#)

## Healthy environment

- [Good Homes Alliance: Healthy Homes](#)
- [RBC Health and Wellbeing Strategy 2022-2026](#)
- [SCC Health Impact Assessment Guidance](#)



## Case studies for new build



### Ultra low energy design is fast becoming the new normal

The energy efficiency of new homes is increasing year on year. Many self-builders and developers are choosing to go beyond Building Regulations for energy efficiency because it makes sense. Not only can low energy building be cheaper to run, they can be easier and cheaper to maintain and crucially, will not need further expensive retrofit in the future.

### Beautiful and efficient homes

Lark Rise in the Chiltern Hills is certified to Passivhaus Plus standards. It is entirely electric, and generates 2.5 times as much energy as it consumes in a year. Careful optimised design has meant that it has a mostly glazed facade, minimal heat demand and stable temperatures over summer months.

### Passivhaus/Ultra-low energy can be delivered at scale

Developers are building Passivhaus at scale. Example developments include Hastoe's development of 14 units – a mixture of houses and flats at Wimbish, Essex. The development is certified to Passivhaus standards, and average heating costs for the houses are £130/year. The development is operating as designed, and has effectively eliminated the 'performance gap'. Other examples include Springfield Meadows in Oxfordshire, Goldsmith Street in Norwich, Agar Grove in Camden and many other developments across the country. Like Wimbish, they have an energy consumption of approximately less than half of that of a typical home.



**Lark Rise, Chiltern Hills.**  
Passivhaus Plus certified.  
(Source: Bere:architects)



**Springfield Meadows**  
(Source: Greencore construction with Bioregional)



**Wimbish**  
Passivhaus certified.  
(Source: Hastoe Housing Association)





# Other typologies beyond housing (e.g. schools, offices, etc.)

Other building types tend to vary more widely than housing, making it more difficult to reliably determine generic forms, energy use or occupancy models. However, RIBA, LETI, UKGBC and other organisations have published relevant guidance on performance targets for space heating demand, total energy use and renewable generation. They are summarised below.

## Schools

- Space heating demand of 15-20 kWh/m<sup>2</sup><sub>GIA</sub>/year
- Total energy consumption of 65 kWh/m<sup>2</sup><sub>GIA</sub>/year or less
- Solar electricity generation that exceeds metered energy use on site

## Hotels

- Space heating and cooling demand of less than 30 kWh/m<sup>2</sup><sub>GIA</sub>/year
- Total energy consumption of 55 kWh/m<sup>2</sup><sub>GIA</sub>/year or less
- Solar electricity generation of at least 120 kWh/m<sup>2</sup><sub>GIA</sub>/year

## Offices

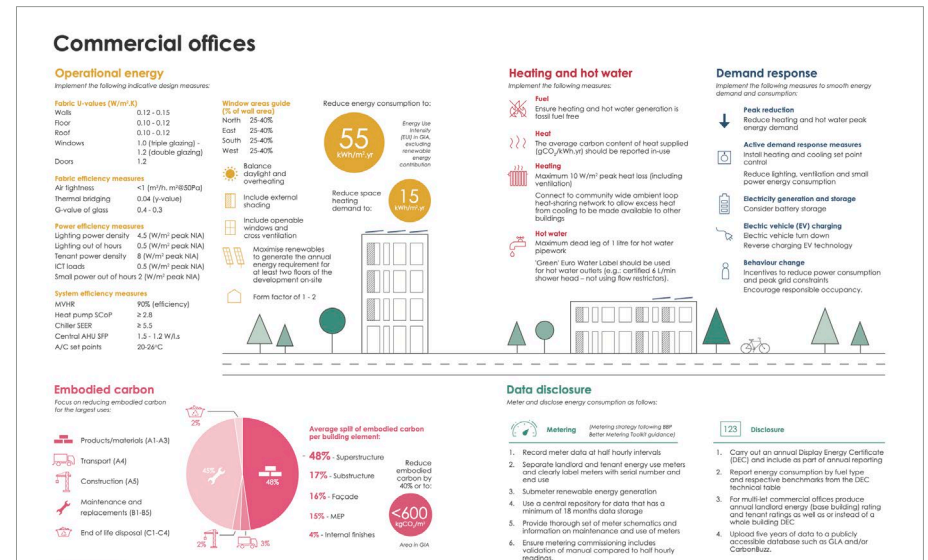
- Space heating and cooling demand of less than 15 kWh/m<sup>2</sup><sub>GIA</sub>/year
- Total energy consumption of 55 kWh/m<sup>2</sup><sub>GIA</sub>/year or less
- Solar electricity generation of at least 120 kWh/m<sup>2</sup><sub>GIA</sub>/year

## Light Industrial

- Space heating and cooling demand of 15-30 kWh/m<sup>2</sup><sub>GIA</sub>/year
- Total energy consumption of around 55 kWh/m<sup>2</sup><sub>GIA</sub>/year excluding specialist processes.
- Solar electricity generation of at least 180 kWh/m<sup>2</sup><sub>GIA</sub>/year



Harris Academy Sutton: a large secondary school built to Passivhaus standards (© Architype)



The LETI Climate Emergency Design Guide provides guidance on non-domestic buildings



## Retrofit

Putting our existing homes on track towards Net Zero is a challenge but it can be done. This section explains how. The list of subjects it covers can be found on the following page.



<b>Why?</b> 41	<b>KPIs and recipes</b> 42	<b>Carbon pathway</b> 44	<b>Retrofit map</b> 45	<b>Phased retrofit</b> 46	<b>Key retrofit risks</b> 47	<b>Retrofit and conservation</b> 48	<b>Extensions</b> 49
<b>Low carbon heat</b> 50	<b>Replacing windows</b> 52	<b>Insulating walls</b> 53	<b>Insulating floors and roofs</b> 54	<b>Thermal bridges</b> 55	<b>Junctions</b> 56		
<b>Airtightness</b> 57	<b>Ventilation</b> 58	<b>Water efficiency and hot water</b> 59	<b>Retrofitting solar PVs</b> 60	<b>Demand flexibility</b> 61	<b>Digital Connectivity</b> 62		
<b>Retrofit costs</b> 63	<b>Embodied carbon</b> 64	<b>Terrace house retrofit</b> 65					
<b>Don'ts</b> 67	<b>Case studies</b> 68						

## Why? Key reasons and benefits of a low carbon retrofit

### Existing buildings are the real challenge

England currently has some 25 million homes. All of those will have to have some form of retrofit by 2050. In addition, during this time, a further 6 million homes are expected to be delivered. This means that 80% of the homes that will be present in 2050 have already been built. If we are to successfully decarbonise housing, retrofitting is where the real challenge lies: we need to increase their energy efficiency, change their gas or oil heating system for a low carbon heat system (e.g. heat pump) and generate more renewable energy on their roofs.

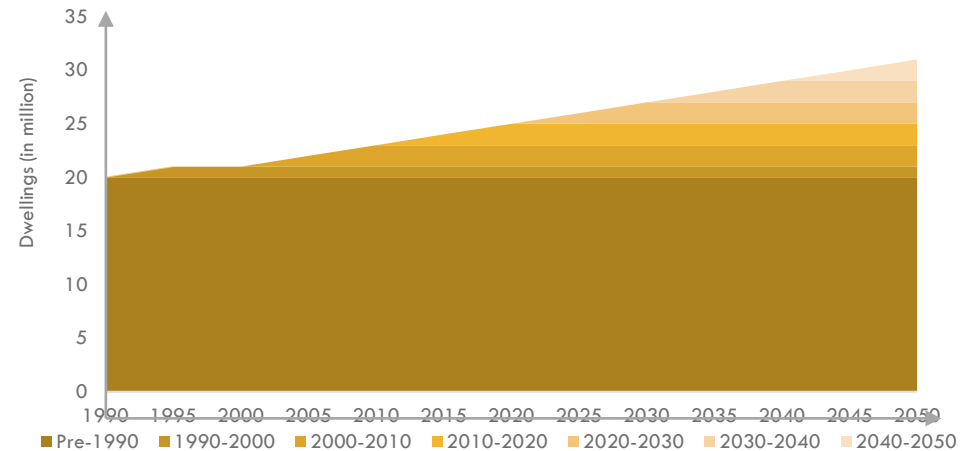
Within Runnymede, the median energy efficiency rating of all new and existing dwellings is EPC C. Around a third of the Council's housing stock achieves a D rating or lower - we are working to enhance the energy performance of our homes as described in our [Housing Asset Management Plan 2021-2026](#).

### Reducing fuel bills alongside carbon emissions

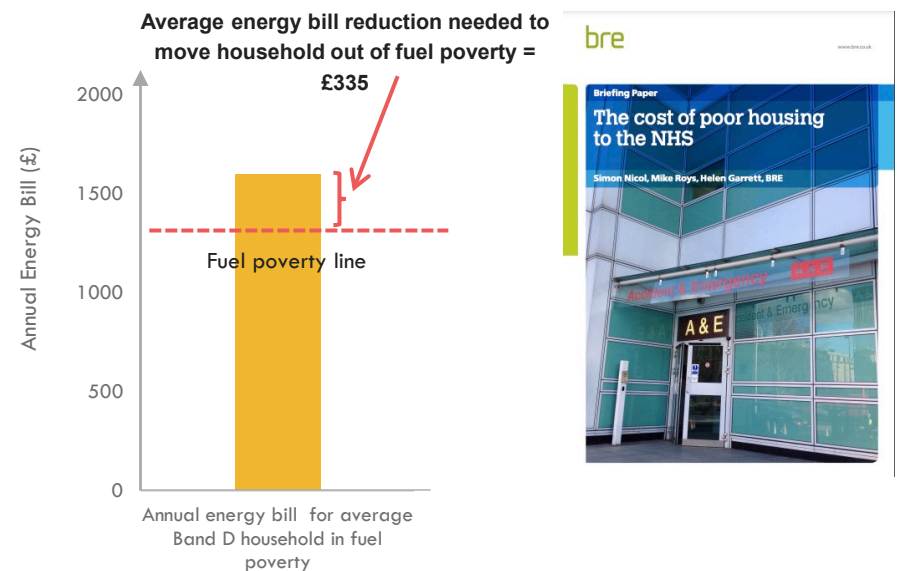
Whilst decarbonising homes is important to mitigate climate change, it is not the only reason to retrofit. In 2018, one in ten households in England were considered to be in fuel poverty. The current energy and cost of living crises will serve to increase the numbers at risk of fuel poverty. There is, unsurprisingly, a strong correlation between inefficient homes and fuel poverty with 88% of all fuel poor households living in properties with a Band D EPC or below. We can deliver lower bills as well as lower carbon emissions<sup>1</sup>.

### Health and wellbeing

Improving the energy efficiency of a home is also likely to increase thermal comfort (both in summer and in winter) and improve indoor air quality through better ventilation. This will have a positive impact on everybody, but especially small children, the elderly and those with respiratory conditions. The International Energy Agency (IEA) and the OECD suggest health improvements might account for 75% of the overall value of improving the energy efficiency of buildings<sup>2</sup>.



England Housing Stock – 1990 to 2050 (Millions of dwellings)



Fuel poverty, health and wellbeing are all positive benefits of retrofit (Source: BRE)

<sup>1</sup> The average Band D annual energy bill is £1600 and the average reduction needed to bring these households out of fuel poverty is £335

<sup>2</sup> Separately, the BRE have estimated that poor quality housing costs the NHS £1.4 billion in avoidable treatments.

# Energy targets and Key Performance Indicators (KPIs) for retrofit



## Setting the right brief and targets is key

To achieve the most energy efficient outcome, it is important that the brief and targets reflect this ambition from the start. A strong brief provides tangible guidance on how targets can be achieved. Best practice KPIs for retrofit housing are listed in the adjacent table and all KPIs must be met for a home to be Net Zero carbon.

## Getting the right team

The success of the retrofit approach relies on the coordination of a shared vision. Therefore, getting the right team on board at the right time is critical. The early appointment of an energy consultant with specialism in ultra-low energy design and retrofit is recommended. Workshops at briefing stage can be used to establish the long term retrofit plan and ensure the wider consultant team are clear on the targets and objectives.

## Consider energy modelling

Analysis of the design through energy modelling will ensure that the KPIs are met in practice. This involves the early appointment of an energy or retrofit consultant to steer the design from concept stage and carry out modelling using accurate tools such as the Passivhaus Planning Package (PHPP).

## Without energy modelling

Using energy modelling is always the recommended route to ensure accuracy, however it is possible to target best practice by setting the right specification and design requirements as part of the project brief. Refer to the 'How it all comes together' for retrofit of a terrace house (including the case of a terrace house in a conservation area). [The LETI Retrofit Guide](#) can also be used for further guidance ([www.leti.london](http://www.leti.london)).

 <b>Retrofit housing</b>	
 Ultra low energy homes	Space heating demand <b>50 kWh/m<sup>2</sup>/yr</b> <small>*on average (range of 20-120 kWh/m<sup>2</sup>/yr)</small>
 Energy use and efficient heating	Energy Use Intensity <b>50 kWh/m<sup>2</sup>/yr</b> <small>*on average</small>
 Renewable energy	Electricity generation intensity <b>120 kWh/m<sup>2</sup><sub>fp</sub>/yr</b> <small>m<sup>2</sup><sub>fp</sub> : m<sup>2</sup> building footprint</small>



**PAS 2035**

Retrofit guidance  
(see next page)



**TM59**

Overheating modelling  
for compliance



**AECB**

Good practice  
water standard



**KPIs in-use**

Collect data for the  
first 5 years

PAS 2035 guidance should be followed on publicly funded retrofit projects.



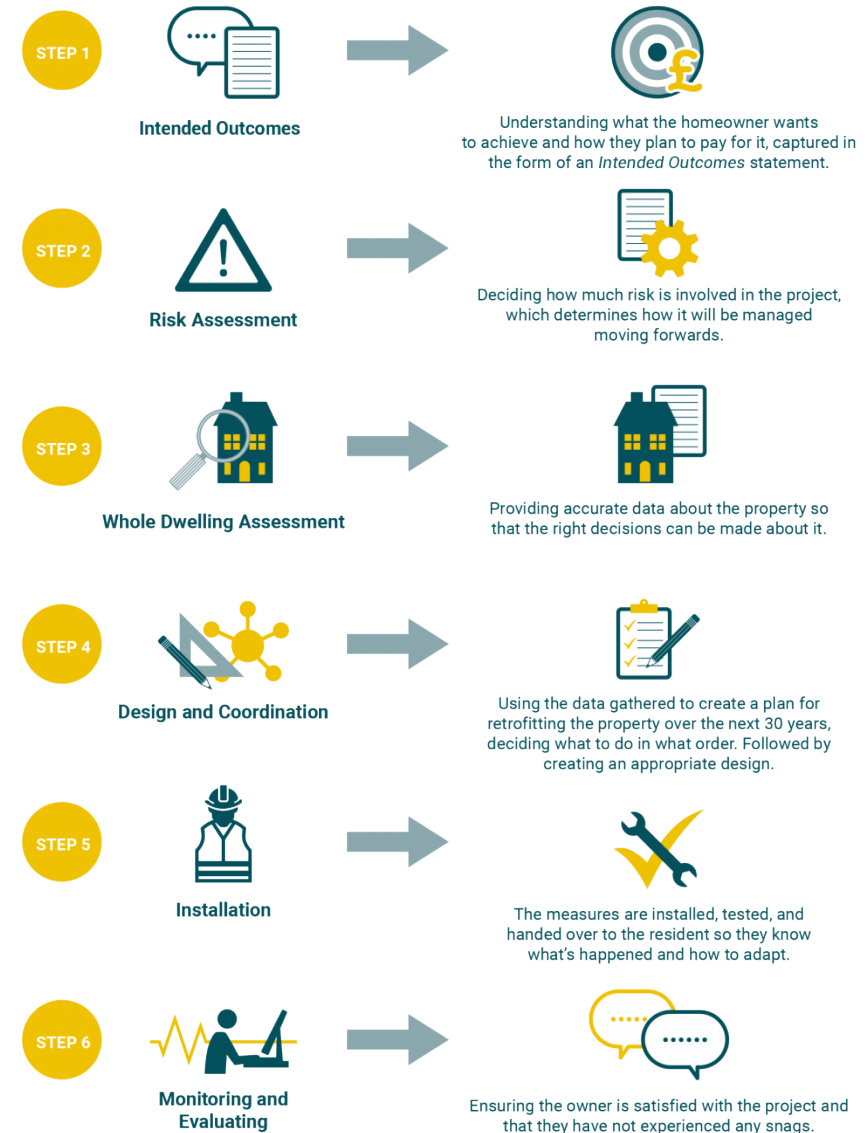
## The importance of a 'whole house' approach

Successful retrofit relies on a structured process including adequate assessment, design, installation and monitoring to feed back into future work. These principles as well as the idea of whole house thinking and the role of retrofit coordinators have fed into the creation of PAS (Publicly Available Specification) 2035 the UK's first retrofit standard. This helps to deliver quality and manage risks associated with retrofit. It aims to ensure clients and homeowners get value for their investment. PAS 2035 follows two core principles:

1. A **'fabric first'** approach to reduce the heat demand of a building as much as possible and to ensure newly airtight homes are well ventilated and avoid issues with damp and humidity.
2. A **'whole house approach to retrofit'** to ensure retrofit plans for homes consider improvements to the fabric, services and renewable energy generation in a coherent way to minimise both risks and carbon emissions.

## Who is a Retrofit Coordinator?

PAS 2035 requires an accredited Retrofit Coordinator to be appointed who will take responsibility for demonstrating compliance with the PAS 2035 standard. This is a relatively new role and different projects require input from different retrofit specialist depending on the risk category. The Retrofit Coordinator identifies whether the project falls into a low, medium or high-risk category and advises on appropriate steps to minimise risk. For more information, please refer [here](#).



PAS 2035 recommends 6 steps to follow on a quality assured retrofit project

# Changing a home's carbon dioxide pathway



## How does a home produce carbon?

The vast majority (85%) of homes in the UK get their heating and hot water from a gas boiler and many other homes use other fossil fuels (e.g. oil). All the other energy uses in the home are drawn from the electricity grid. The emissions from the gas boiler are emitted on-site whilst the emissions associated with electricity use are emitted in a power station. Ten years ago, electricity was about 2.5 times more carbon intensive than gas, but things have changed a lot since then.

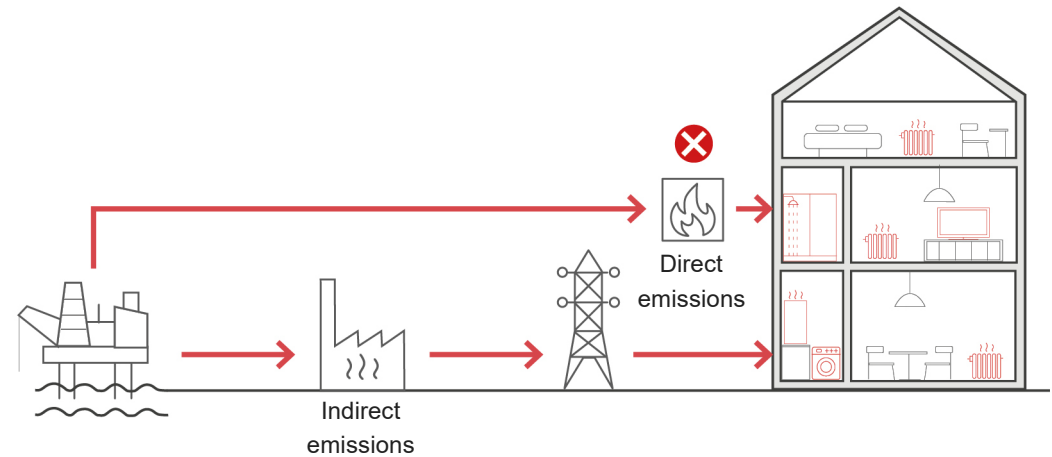
## What has changed?

Over the past ten years, coal-fired power stations have been retired and the amount of renewable energy that feeds into our electricity grid has increased significantly. This means that the carbon intensity of our electricity has now dropped and is now about 30% lower than gas. As we add more renewables to our grid in the coming years, this will continue to drop until we approach a zero carbon grid.

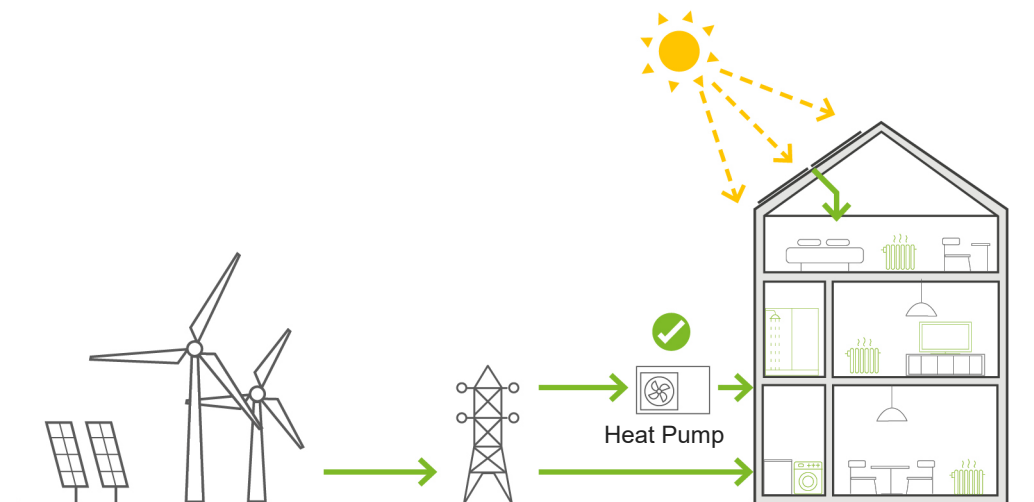
In contrast, a gas or oil boiler installed today will continue to emit carbon at the same rate until it is decommissioned – which could be another 25 years. This means that it has become a priority to move our homes away from gas and oil to an electric-based system for heating and hot water.

## Where do heat pumps fit?

Heat pumps will be discussed in more detail later, but they offer an excellent way of transitioning to electricity whilst reducing the load on the grid as they extract additional energy from the surrounding air or ground. Both the Government<sup>3</sup> and the UK Climate Change Committee agree that they will form a major part of our future heating systems.



How most homes use energy now



How most homes should use energy now and in the future

<sup>3</sup> For example, the December 2023 consultation on [the Future Homes and Buildings Standard](#) suggests heat pumps will be the preferred heat source to meet new Regulations.

# Mapping the journey towards Net Zero



Each house or flat is different. They will have a different starting and final positions on the adjacent 'Retrofit Map' but ultimately, by 2050 (or earlier) all homes must be moved to one of the green squares.

The adjacent **Retrofit Map** could also be used to identify the buildings which should be most urgently retrofitted (in **red**) as they will be consuming most of the carbon budgets. Other factors (e.g. maintenance schedules, replacement opportunities, fuel poverty, resident's appetite) may also influence the prioritisation.

- Use of fossil fuels**  
Not compatible with Net Zero.  
The heating system must be changed.
- Low carbon heat but risk of high energy costs**  
A change of heating system may not be required but fabric, ventilation and system should be improved
- Low carbon heat and sufficient level of energy efficiency**  
Compatible with Net Zero

	HEAT DECARBONISATION →			
	High carbon			Low carbon
	Individual or communal gas or oil boiler	Direct electrical heating	Low carbon heat network <sup>4</sup>	Heat pump system <sup>5</sup>
FABRIC AND VENTILATION	Heating demand <40 kWh/m <sup>2</sup> .yr			
	Heating demand <100 kWh/m <sup>2</sup> .yr			
	Heating demand <150 kWh/m <sup>2</sup> .yr			
	Heating demand >150 kWh/m <sup>2</sup> .yr			

Low energy

High energy

<sup>4</sup> A heat network would qualify as 'low carbon heat network' for the purpose of this Retrofit Map only if it would have a lower carbon content of heat (per kWh delivered) than direct electric heating. Any system using fossil fuels and/or with high distribution losses is unlikely to qualify.

<sup>5</sup> Could be an individual or building level heat pump with low distribution losses.



# A long term whole house renovation plan for a phased retrofit



## An ambitious objective

The objective of a retrofit project should be to achieve Net Zero carbon by 2050 (or earlier). This means that:

- The home's energy efficiency is improved
- A low carbon heating system is installed
- Renewable energy is installed on-site
- The home is made smart ready

A whole house renovation plan is a useful tool to prepare and provides a pragmatic and coherent way to deliver this ambition.

## Phasing improvements as part of coherent whole house plan

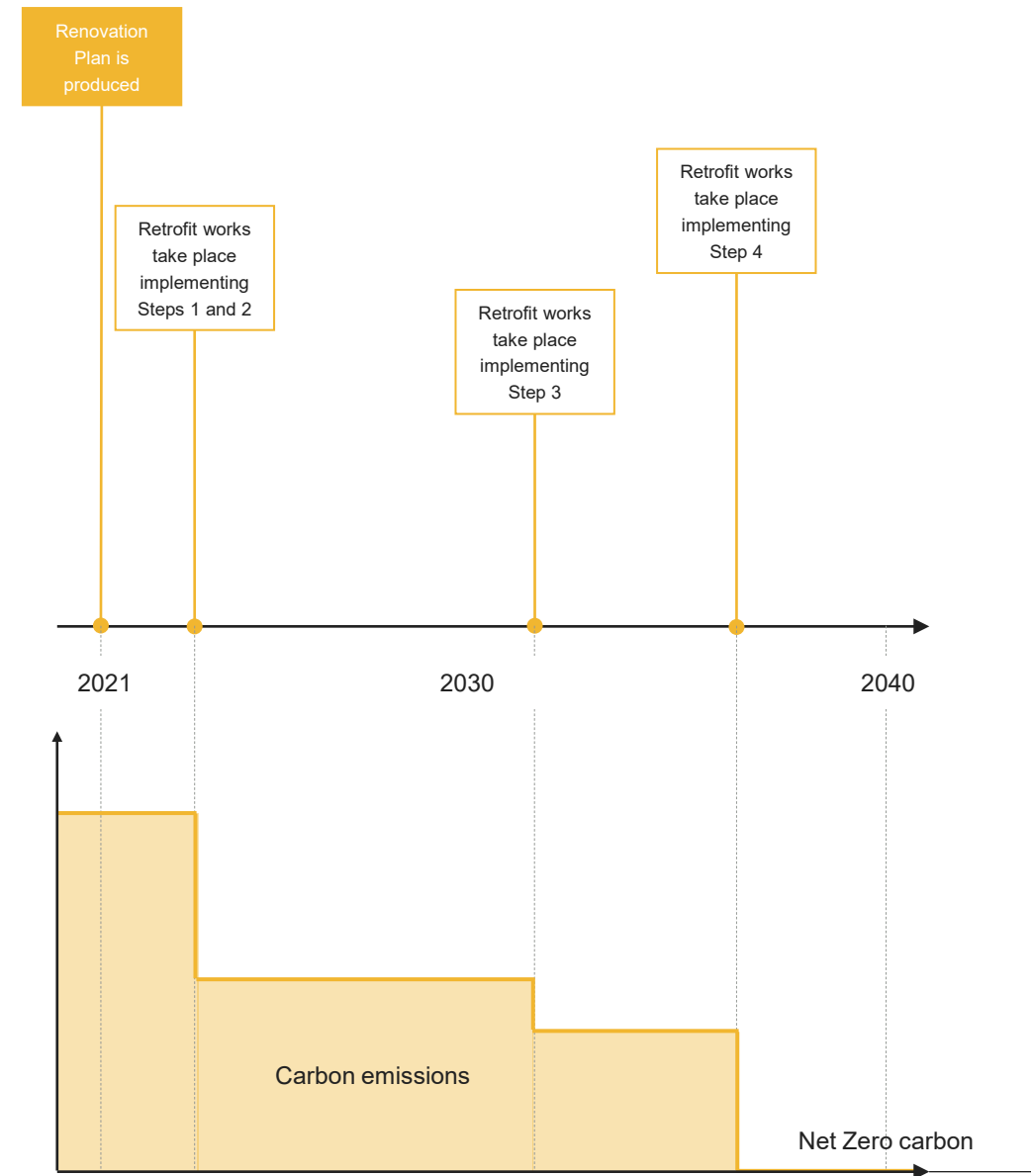
It may not be possible to implement all retrofit measures at once, but it is important to plan ahead so that packages of work are coherent and complementary. The preparation of a whole house plan is recommended to help in that planning.

This page shows how the measures can form part of a strategy for improvements. It would help landlord and residents to progressively save carbon and energy costs and avoid undertaking measures that conflict with planned future improvements.

## A digital logbook

Alongside the whole house renovation plan, a building digital logbook can be developed to gather and retain all relevant information about the building.

Together, they form the **Building Renovation Passport**.



Note: the expected decarbonisation of the grid is not represented for simplicity but will also contribute to the reduction of carbon emissions over time.

## Key retrofit risks and how to mitigate them



### It's all about moisture ...

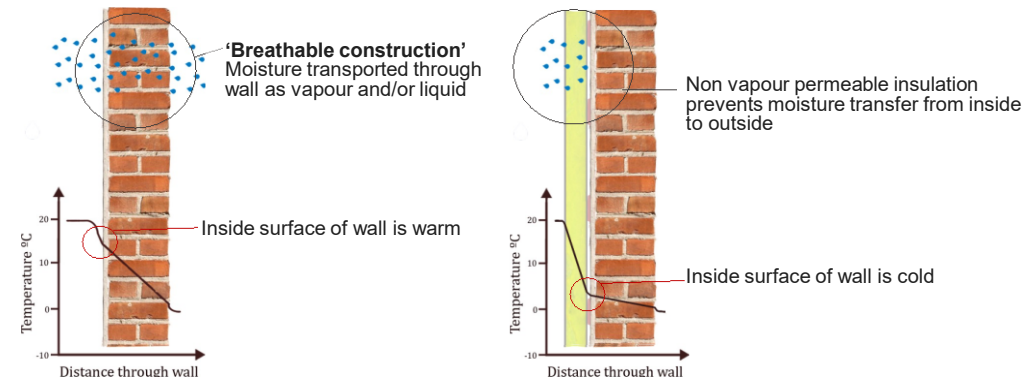
Our homes need to remain structurally sound, free from damp, mould and rot. Regrettably, many existing homes already suffer from excessive cold, damp, mould and condensation. A poorly planned and executed retrofit could actually make this worse. It is very important to understand this risk to mitigate and avoid it.

It may not be obvious, but our homes are constantly dealing with moisture. They are keeping out the rain and stopping the damp rising up from the ground. They are also dealing with the significant amounts of moisture that we generate inside the home from cooking, washing and breathing. Finally, if the building fabric does somehow get wet, they are designed to ensure that it will dry out without long-term damage. Interfere with any of these mechanisms, and we could end up doing damage to the health of both the building and its occupants.

### Clear principles can address this risk

The risks of retrofit are well understood and can be overcome with sensible design and well-executed construction. Some key rules are:

- **No insulation without ventilation.** As you add insulation you are also likely to increase airtightness. This means less air moving through the building. You can counter this with opening windows and extract fans, but ideally by fitting a whole-house ventilation system like Mechanical Ventilation with Heat Recovery (MVHR).
- **External insulation is best.** Internal insulation means your external walls become cold and there is therefore a risk of condensation if the warm internal air reaches a cold surface. So, external insulation is preferred, but if internal insulation cannot be avoided, vapour open insulation (such as wood fibre) should be used. It is chemically fixed to the inside surface thus reducing the risk of condensation.



The risk of condensation with internal insulation



Installation of wood fibre insulation boards internally  
(Sources Back to Earth & ASBP)

# What about heritage buildings and conservation areas?



Low carbon retrofit of heritage and traditional construction buildings in conservation areas is necessary and possible. There are a growing number of examples which show it can be done, and the PAS retrofit framework provides a suitable methodology.

## Environmental and heritage conservation can go hand in hand

Heritage conservation is often given as an excuse to not improve energy efficiency and reduce carbon emissions. Proposals for those measures are sometimes refused by Local Planning Authorities particularly where they are not well thought through and do not form part of a whole building approach and therefore could cause damage to the structure of the building.

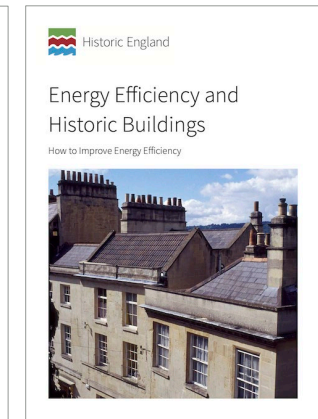
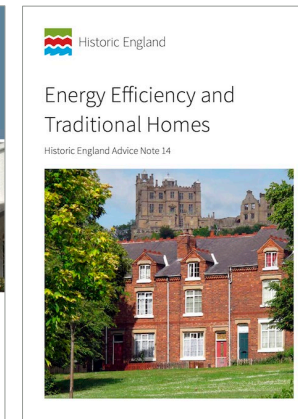
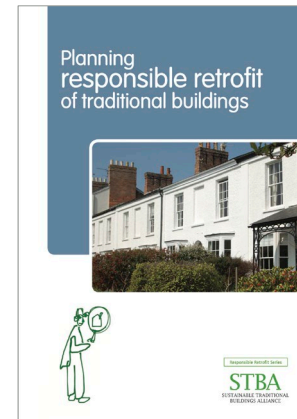
However, in addition to offering significant potential for carbon reductions, well-planned retrofit programmes can also contribute to conservation by incorporating maintenance and repair and offering a new lease of life to buildings. They limit the risk of under-heating by occupants worried about energy bills, and associated risks of fabric degradation. By being more comfortable, buildings are also more likely to remain valuable and well looked after in the future.

## Identifying relevant solutions for the context

Heritage buildings may be less likely to reach the same target KPIs as other, less constrained and undesignated buildings, but this doesn't mean that significant carbon reductions and improved climate resilience can't be achieved where they are sensitive to their context.

Upgrading existing windows, and/or installing replacement double/triple glazed windows (subject to planning officer's support) can reduce heat loss by up to 40%. Recent advances in window technology such as evacuated glazing offer the possibility of recreating traditional windows forms but with only a fraction of the heat loss. This technique can in some cases be applied to listed buildings. Emerging products such as insulating plasters also offer the opportunity to insulate walls in a sensitive manner.

**Always discuss potential alterations to or affecting a heritage asset with the Council's [Development Management Team](#) first.**



There is a growing library of resources for responsible retrofit of traditional and historic buildings, including the above [Sustainable Traditional Buildings Alliance \(STBA\)](#) and [Historic England guidance](#)



Recent examples of exemplar retrofits with heritage considerations: Grade I listed Trinity Student Halls in Cambridge (left, source: Max Fordham), and Grade II early Victorian home in Clapham, London (right, source: Arboreal). Both include the application of internal insulation, with attention to moisture movement and monitoring of interstitial moisture level.

## An extension should trigger the improvement of the home (especially low carbon heat)



### Grasping the opportunity

When considering the lifetime of a house, there are not many times when major improvements can be made. An extension is a fantastic opportunity to make a significant step towards Net Zero carbon and not locking in poor/high carbon decisions.

### What to consider

When considering the scope and costs of extending a home, the following opportunities should be considered:

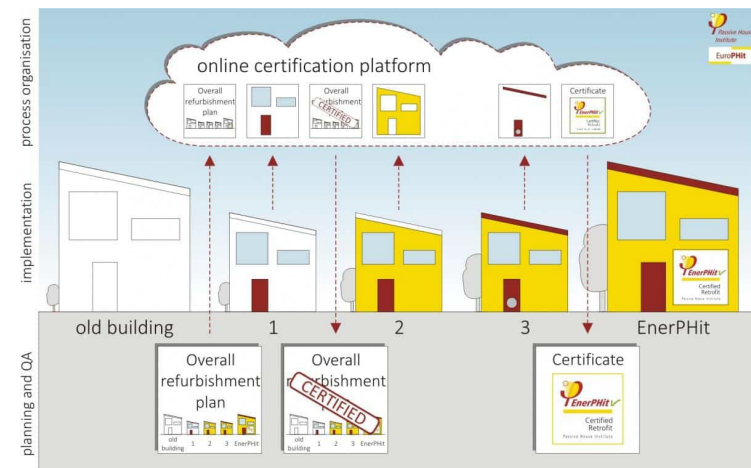
1. Upgrading the heating system, and replacing the gas boiler with a heat pump.
2. Replacing existing windows with double or triple glazed windows
3. Upgrading the existing external fabric of the existing building (including both insulation and airtightness).
4. Installing Mechanical Ventilation with Heat Recovery (MVHR)
5. Installing solar PV panels to generate electricity

### Staged retrofit – piece by piece

It is possible to undertake a staged retrofit when extending a home. A very useful resource and robust methodology is the EnerPHit Retrofit Plan. This scheme helps create a plan for taking a staged retrofit process, where the measures to improve the building fabric are put to a timeline. This allows the extension to be built and improvements to be made over time, and not just in a single phase. This can be an attractive and practical approach as often the capital costs of undertaking an extension and undertaking a major refurbishment all at once may not be affordable.



*EnerPHit retrofit project with extension (Source: Passivhaus Plus)*



*EnerPHit staged retrofit improvement plan process (Source: PHI)*

# What are the low carbon heating options?



## Heat pumps are the best option

The electricity grid has decarbonised and will continue to decarbonise, thus most likely low carbon heat source is using electricity. This is done most efficiently, and has lower running costs when using heat pumps. There are various types of systems available including, air-to-air and air-to-water heat pumps, ground source heat pumps, exhaust air heat pumps, heat pumps integrated into a domestic hot water store, and shoebox water-to-water heat pumps connected to an ambient loop. Hot water storage is required when using heat pumps.

## What other options are available?

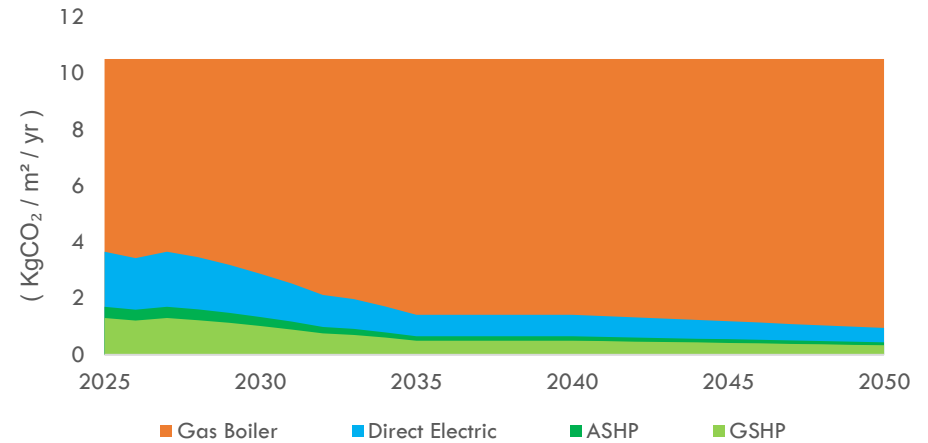
Direct electric heating, for example through panel radiators will become low carbon in the future, as the grid continues to decarbonise. However direct electric heating can lead to very high heating bills.

Hydrogen is very unlikely to be a solution for the majority of homes. 'Green' hydrogen from renewable power electrolysis is truly zero emissions. However, the UK gas supply industry advocates 'Blue' hydrogen manufactured from methane with carbon capture of its high emissions using yet to be proven at scale carbon capture and storage technology. Thus it is yet to be proven that hydrogen at scale is in fact low carbon and of an acceptable price.

Using woodburning stoves causes problems with air quality and involves burning raw materials, which should be avoided.

## Is my home ready for low carbon heat?

If your home does not have a reasonable level of energy efficiency, particularly if it is a large house, using a heat pump can be quite expensive. In those cases, it is recommended to improve the fabric and airtightness, potentially over time.



This graph compares carbon emission associated with various heating systems over for a typical home. Emissions from a gas boiler stay constant, whereas emissions from direct electric systems and heat pumps reduce over time due to grid decarbonisation. Heat pumps have lower emissions than direct electric systems purely because they are more efficient.

	System	Carbon Emission Reduction	Running Cost	Capital Cost	Air Quality Neutral	Ease of Use & Maintenance
Best	Ground source heat pump	✓✓	✓✓	✗	✓	✓
	Air source heat pump	✓	✓	~	✓	✓
	Direct electricity	~	~	~	✓	
Worst	Biomass/wood burning stove	~	~	~	✗	✗
	Hydrogen	✗	?	?	✓	✓

The table compares various low carbon heating options across different criteria

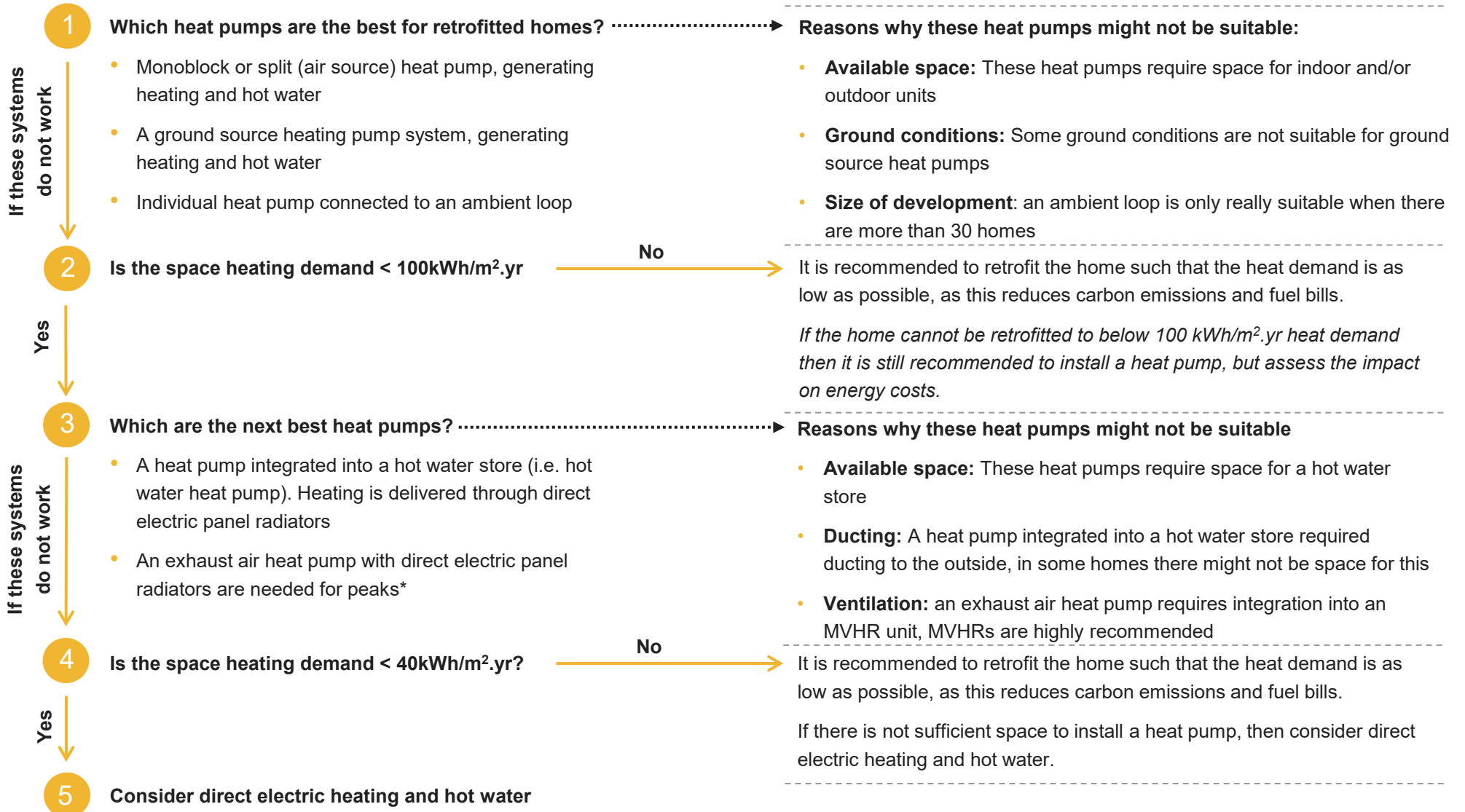
Key	✓✓	✓	~	?	✗
	Very Good	Good	Neutral / Dependant	Unknown	Bad

# Which heat pump is best for me?



There are various types of heat pump options available for retrofitted homes. This page outlines which heat pumps are available and which to choose.

Most homes with a heat demand below 100kWh/m<sup>2</sup>.year will be suitable for a heat pump, unless there is not sufficient space. At the higher end of this criteria larger radiator sizes or underfloor heating may be required.



\*An exhaust air heat pump (compact unit) combined a heat pump and a MVHR. Some products can only meet the heat demand in smaller dwellings and/or this with a space heating <15kWh/m<sup>2</sup>.year,

## Why windows should be upgraded



Windows can lose more than ten times more heat compared to a well insulated external wall. Unless the current windows have been installed recently, it is very important to ensure that windows are replaced with high performing triple glazed windows (with a whole unit U-value calculated ( $U_w$  value) of less than  $1.0 \text{ W/m}^2\text{K}$ ).

### Detailing the window replacement

Where possible, the window should be replaced in line with the insulation layer of the external wall to continue the thermal line of the dwelling. The connection of the window to the external wall needs to be carefully considered as this is a weak spot thermally. It needs to be designed so that the risk of condensation between the external wall and window is reduced. A specialist consultant who can undertake thermal bridge modelling may need to be consulted for project specific guidance. The use of low conductivity cavity closers and products like compacfoam can be a good way to reduce thermal bridging, and reduce the risk of condensation.

### Airtightness

When installing the windows, care should be given to the junction between the window frame and the airtightness layer of the external wall. High performance airtightness tape should be used to limit infiltration as the connection between windows and external walls can be leaky if not properly installed.

### Exceptions

Replacement windows may not always be appropriate in the context of a listed building, or some older buildings in conservation areas, and other methods of improving the energy efficiency of the existing windows may need to be considered as part of a more holistic 'whole house approach' (e.g. draught proofing or secondary glazing).

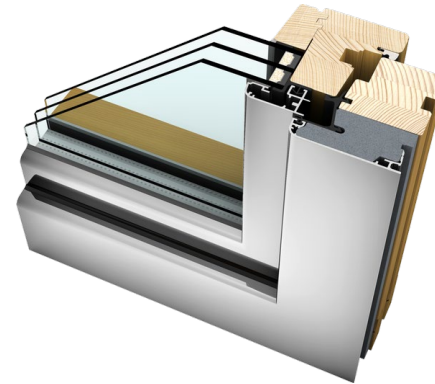


Photo of triple glazed aluclad timber window  
(Source: Internorm)

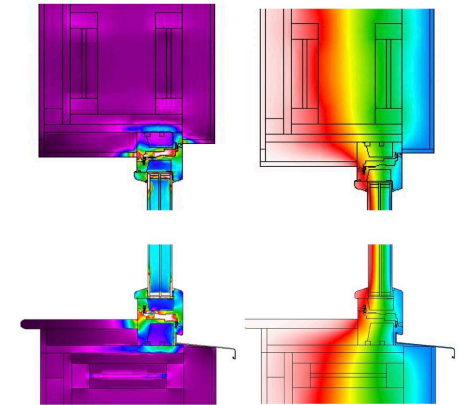


Photo of thermal bridge calculation of window install  
(Source: Warm)



Replacement triple glazed windows  
(Source: Internorm)



Photo of window install in Enerphit retrofit  
(Source: Passive House Plus)



## Insulating externally or internally?

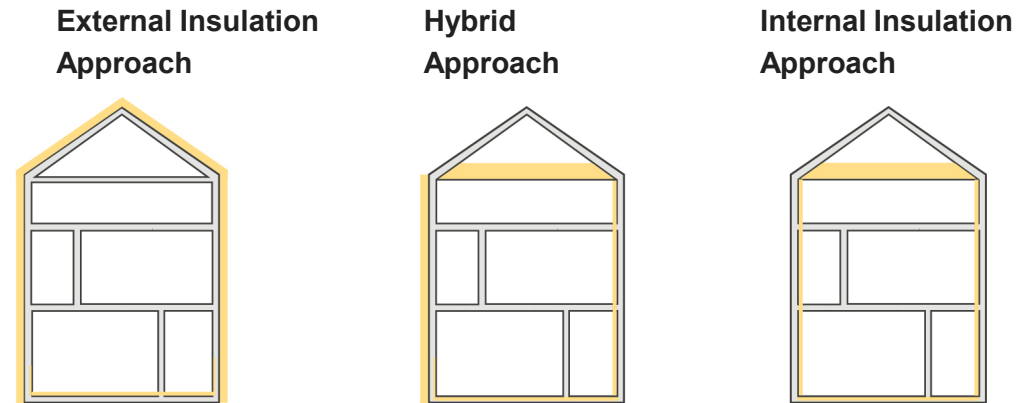
From a heat loss perspective, it is better to externally insulate as this allows the insulation to wrap around the building continuously and avoids the need to address weak points and junctions e.g. around floor joists. However, it will mostly come down to what is practical on the specific site: how much space there is available; the aesthetics preferences; whether the building has conservation or planning constraints that prevent external insulation; the level of disruption the installation will have to occupants; and the relative installation cost.

### External insulation

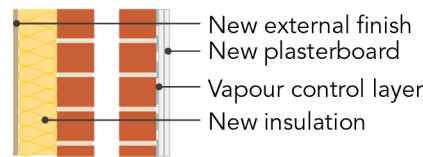
External wall insulation is a good solution. It is very effective thermally, does not reduce internal space and generally enables residents to stay in the property when insulation is being fitted. The external appearance of a building will be affected, and roof eaves may require extending. Insulation can be easily covered in render but brick slips, pebbledash and cladding are also possible.

### Internal insulation

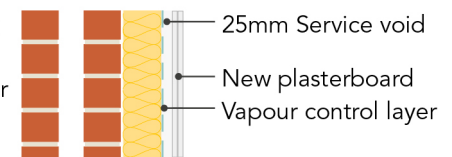
Use breathable materials internally e.g. wood fibre insulation, hemp lime insulation. Avoid using non-breathable materials internally e.g. rigid insulation. Even though this can achieve a good thermal performance and is often cheaper, it can increase the condensation risk and make detailing around junctions more complicated. Consider the combustibility of insulation, natural products are likely to be combustible but can be used safely in the right application. Where space is limited internally consider using thin products such as aerogel insulation. Consider installing service voids for electrics to run outside of the insulation line.



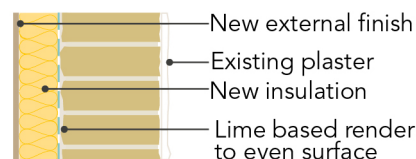
*In some circumstances, it may be beneficial to consider a hybrid approach e.g. internal insulation at the front to retain the architectural features of the front façade and external insulation at the rear. This maximises the insulation gains of using external insulation where it has less of a visual impact.*



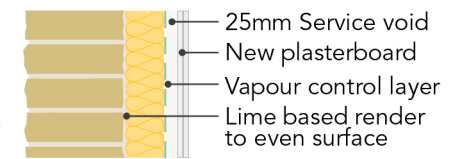
*Externally insulated Brick Cavity*



*Internally insulated Brick Cavity*



*Externally insulated Stone Wall*



*Internally insulated Stone Wall*

*N.B. If considering cavity fill insulation ensures measures have been made to prevent condensation*



# Insulating floors and roofs



## Consider floor-to-ceiling heights

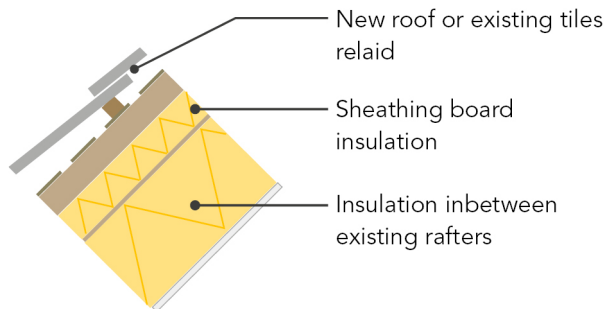
When insulating floors or ceilings be sure to check the floor to ceiling height. Insulating floors may require raising the floor level, so ensure you have considered the impacts e.g. steps at the entrances, door heights and consistent staircases levels.

## Extending eaves over external wall insulation

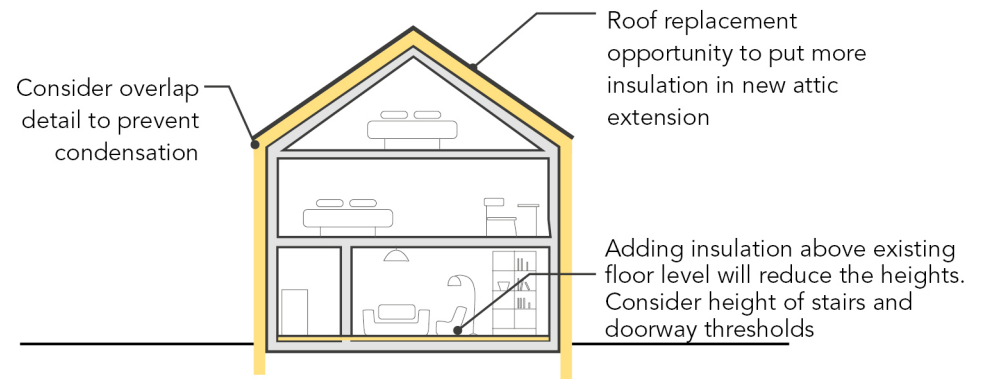
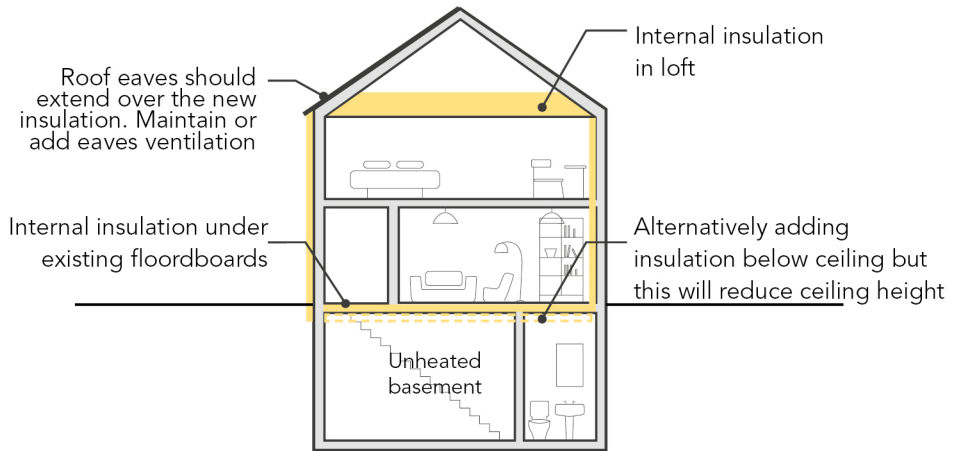
Where external wall insulation meets the roof consider extending eaves to cover the additional wall thickness. Also be sure to maintain or add ventilation at the eaves.

## Insulating roofs

If you have an unheated attic space the simplest approach is to insulate the floor in the loft. Ideally relocate existing water services and tanks in the roof void or insulate them if not possible. If you require a heated and habitable loft, add insulation between rafters and apply insulated sheathing board over the rafters as shown in rafter detail below. Plasterboard can be fixed to the underside of the insulation. Consider fabric improvements in conjunction with any loft extension works.



Rafter insulation detail





## Thermal bridges

A thermal bridge, or cold bridge, is a piece of material through which heat flows easily, relative to adjacent materials. For example, a concrete lintel that interrupts the wall insulation layer would be considered a thermal bridge. Thermal bridges should be avoided as they increase heat loss, and can cause cold spots that lead to condensation and decrease comfort for home occupants.

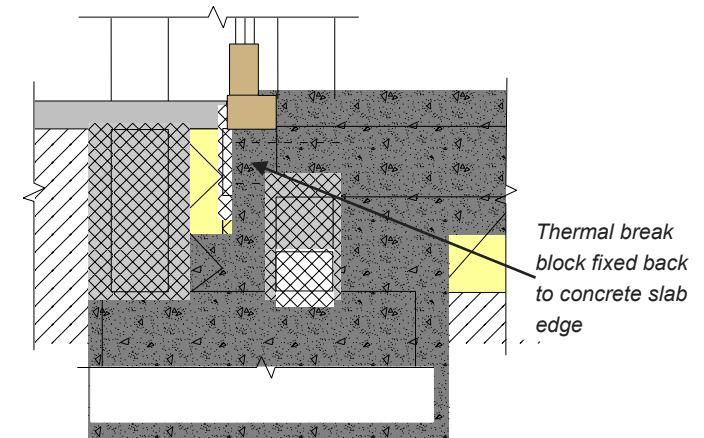
## Identifying thermal bridges

A good approach to retrofit is to sketch out a cross section drawing of the building. Clearly identify materials that keep heat in, such as insulation, doors, and windows. Ideally, these should all connect together without insulation depth reducing by more than a third. Different materials should be butt jointed, or overlap, ideally for a distance equivalent to the thickness of the insulating element.

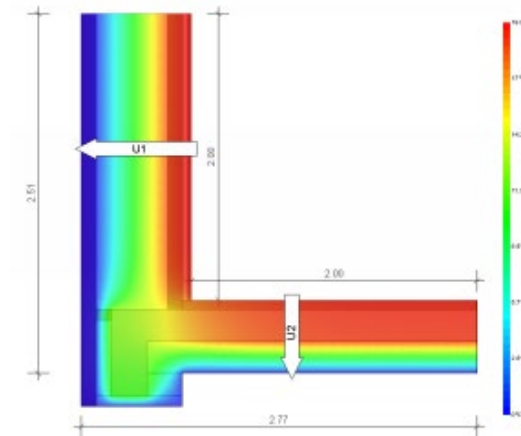
## Tackling thermal bridges

There are many off-the shelf products available to avoid thermal bridging. Learn about these and use them where possible. Examples include thermally broken lintels, foam glass blocks, high density EPS foam, and specialist structural thermal breaks that can be cast into concrete, or used to fasten steelwork together.

In retrofit, there will be thermal bridges that cannot be avoided. In these cases, aim to increase the distance that heat must flow to escape the structure. For example, an insulation downstand or skirt could be applied around the external wall to ground floor junction of a building to reduce heat flow. Consider using thin pieces of higher performing insulation such as phenolic board or aerogel where depth is constrained.



Sketch out key junctions and ensure there is a continuous line of insulation that runs around the building. Try to ensure the insulation depth does not reduce by more than a third around any junction, and ensure window and door frames are in line with insulation.



Consider commissioning thermal bridge modelling for particularly challenging junctions to inform your strategy. Small changes to the position and type of material used in construction can have a big affect on the heat flow, a model will help to show this.



## Consider junctions carefully

Junctions which pose a weak point for heat loss, i.e. a thermal bridge, should be considered on a case by case basis. Key examples of such junctions are outlined below. Special care should be taken to reduce the condensation risk posed at each junction. We strongly recommend engaging an architect or consultant who is able to produce a risk assessment and help design out condensation risk.

### 1 Roof eaves with external wall insulation

The space between the external wall insulation and roof insulation is a weak point for heat loss. This can be compensated by providing a strip of internal insulation at ceiling level.

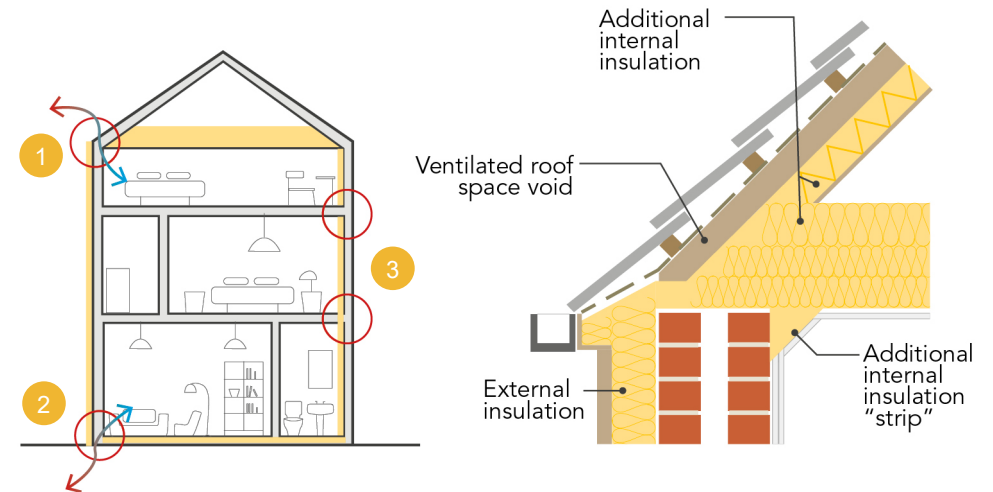
### 2 Foot of the façade with external wall insulation

Avoid creating weak points for heat loss at the foot of the façade between external insulation and ground floor. Insulating externally down the wall below ground level as far as possible and provide some internal wall insulation up to counter top level.

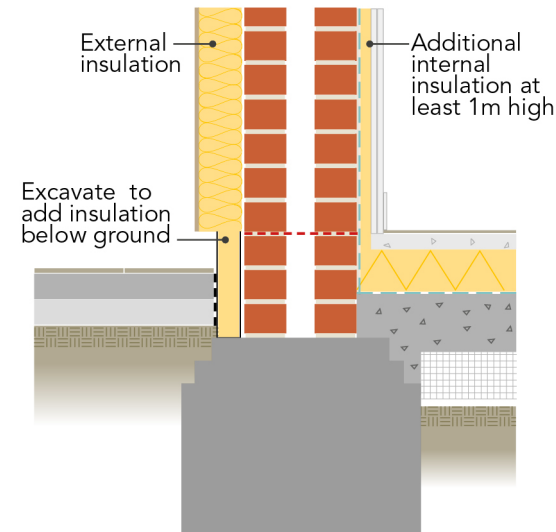
### 3 Joist ends with internal wall insulation

When applying internal insulation it is important to protect joist ends against thermal bridging and condensation risk:

- The most effective approach is to cut and rehang joists away from the external wall e.g. support them on hangers or by a beam between party walls. This allows for a narrow cavity of insulation to be inserted between the façade and end of joist.
- When insulating behind the joists is not possible, consider hanging the joists or wrapping the breather membrane around the end of the joist to prevent the build up of condensation.

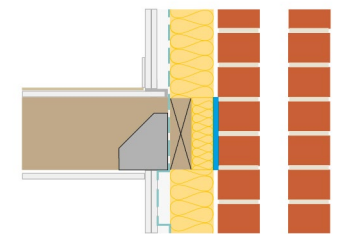


Detail for roof eaves and 'internal strip of insulation'

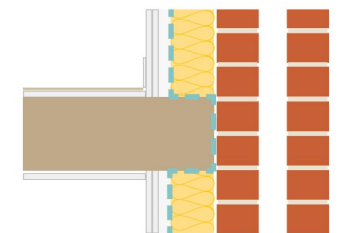


Measures to avoid thermal bridge at the foot of the façade

Source: Levitt Bernstein



To avoid thermal bridge + condensation cut and rehang joist away from wall



To avoid condensation risk wrap joist (or add hanger)

## Airtightness for retrofit



### The importance of airtightness

The airtightness of existing homes varies hugely, however it is recommended that retrofit work targets a value of between 0.5 and 3m<sup>3</sup>/h/m<sup>2</sup>, depending on the depth of retrofit and project limitations.

### Start with a plan, investigate, then update the plan

Building airtight starts with a well thought through airtightness and ventilation strategy. Existing buildings conceal many secrets however, so expect to update the plan once you start stripping out the building. A key consideration in retrofit is managing moisture risk and minimising risk of warm humid indoor air coming into contact with cold surfaces.

### Use the right products

Retrofits will use similar products to new build projects. Consider ordering a range of tapes, primers, membranes and parge coats in advance to test on parts of the building. It may be necessary to combine traditional building practices with modern airtightness products. Consider this carefully and contact manufacturers for advice if necessary.

### Stick to the plan on site

Retrofit can be a bit chaotic, so ensuring the airtightness strategy is implemented properly is even more important than for new build. Expect setbacks and be ready to adapt your approach as necessary.

### Test, then test again

Plan for at least two air tests. The first test should be completed as soon as the building is weathertight and while joints between different components in the airtight layer are still accessible so leaks can be repaired if necessary.



*Achieving airtightness is possible in retrofit, but it is often necessary to strip back to the basic structure and perform basic repair work before methodically applying airtightness products and principles. Always consider risk of moisture and condensation. (Source: Eightpans)*



*Applying airtightness tape to joist ends is a common measure required to achieve good airtightness in existing buildings. Large gaps may need filling with mortar first, and remember to apply a suitable primer. (Source: Ecomerchant)*

# Retrofitting a ventilation system



## Why is it important?

Existing buildings in the UK are generally leaky and naturally ventilated, leading to discomfort and large energy demands. Insulation, airtightness and new windows are often considered important but they generally should not be done without the retrofit of a controlled ventilation system. A mechanical ventilation and heat recovery (MVHR) system is often the best solution.

## Mechanical Ventilation with Heat Recovery

The most efficient way to provide ventilation, is through a MVHR system. The equipment circulates air in a dwelling using a small fan, whilst recovering the heat from inside so it is not lost.

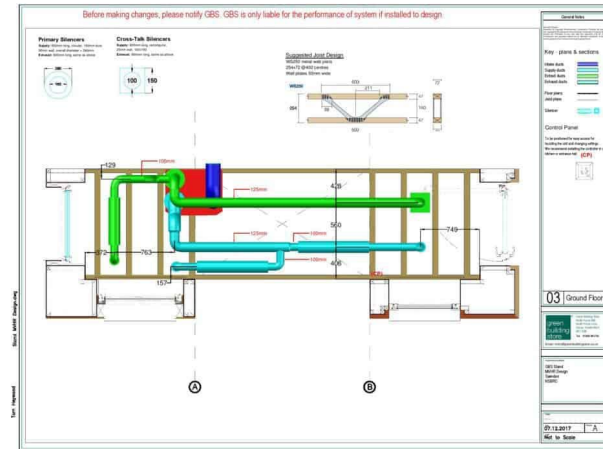
## Designing and selecting the correct MVHR system

You will need a building services engineer and/or experienced subcontractor and/or a MVHR manufacturer/supplier to calculate the fresh air required, and design the MVHR system for your dwelling.

The MVHR unit should be sized and the system designed according to some specific requirements of the home and to achieve acoustic requirements. It is important to plan the space required for the MVHR unit and the associated ductwork and silencers. Rigid, insulated ductwork should be adopted where necessary. The MVHR unit should preferably be a Passivhaus Certified Unit.

## Installing and commissioning the system

Historically the installation and commissioning of MVHR systems has been poor. To ensure the system works as planned, the system must be properly tested to ensure it is balanced, delivers the designed fresh air required and does not generate noise beyond what is expected.



MVHR system design for an existing dwelling (Source: Green building store)



Image of Zehnder MVHR unit being retrofitted into an existing house (Source: Bow Tie Construction)



Flow rate measurement: image of MVHR system being commissioned (Source: Fourwalls)



## Reduce overall water consumption

Water efficiency is about reducing our use of mains water and the effect our homes have on water resources.

## Reduce hot water to reduce energy use

In very low energy buildings, the energy required for hot water can exceed the amount of energy required for space heating. Therefore, optimisation of hot water systems is essential to ensure energy use remains low.

### What can you do?

#### Reduce flow rates

- The AECB water standards (opposite) provide clear guidance on sensible flow rates for showers and taps in low energy buildings.

#### Reduce distribution Losses

- All pipework must be insulated.

#### Insulate to minimise losses from hot water tanks

- The standby losses of hot water tanks are highly variable, and can have a significant impact on overall energy use. Target a hot water tank heat loss of less than 1 kWh/day equivalent to 0.75 W/K

#### Install waste water heat recovery systems in shower drains

- A simple technology that recovers heat from hot water as it is drained. Vertical systems can recover up to 60% of heat with more common horizontal ones recovering 25-40%.

#### Consider water recycling

- This is the process of treating waste water and reusing it, it can be used for large portions of potable water use.

Appliance / Fitting	AECB Good Practice Fittings Standard
Showers	6 to 8 l/min measured at installation. Mixer to have separate control of flow and temperature although this can be achieved with a single lever with 2 degrees of freedom (lift to increase flow, rotate to alter temperature). All mixers to have clear indication of hot and cold, and with hot tap or lever position to the left where relevant.
Basin taps	4 to 6 l/min measured at installation (per pillar tap or per mixer outlet). All mixers to have clear indication of hot and cold with hot tap or lever position to the left.
Kitchen sink taps	6 to 8 l/min measured at installation. All mixers to have clear indication of hot and cold with hot tap or lever position to the left.
WCs	≤ 6 l full flush when flushed with the water supply connected. All domestic installations to be dual flush. All valve-flush (as opposed to siphon mechanism). WCs to be fitted with an easily accessible, quarter turn isolating valve with a hand-operated lever. Where a valve-flush WC is installed, the Home User Guide must include information on testing for leaks and subsequent repair.
Baths	≤ 180 litres measured to the centre line of overflow without allowing for the displacement of a person. Note that some product catalogues subtract the volume of an average bather. A shower must also be available. If this is over the bath then it must be suitable for stand-up showering with a suitable screen or curtain.
Showers	6 to 8 l/min measured at installation. Mixer to have separate control of flow and temperature although this can be achieved with a single lever with 2 degrees of freedom (lift to increase flow, rotate to alter temperature). All mixers to have clear indication of hot and cold, and with hot tap or lever position to the left where relevant.

Refer to the full [AECB document](#) for more information.





### Where to start

Contacting a local MCS certified solar installer is a great first step to retrofitting a solar Photovoltaic (PV) system. They can assess your property, provide information on solar panels and inverters, and provide a quotation indicating how much energy the system will generate. Quotations typically also include financial analysis such as annual savings and simple payback period. Prices can vary substantially between installers though, so obtain several quotes.

### Planning work

Unless you live in a bungalow, scaffold will typically need to be erected to install solar panels. Consider whether this could provide opportunities to carry out other retrofit work such as wall insulation, replacing windows, or tackling a thermal bridge between your wall and roof insulation. Standard solar scaffolds may not include working decks on intermediate floors, so if you do plan to do other work discuss it with your installer.

### Getting up and running

Once your system is installed, you will need to get registered for the Smart Export Guarantee to receive payments for exported solar energy. Check [Solar Energy UK's](#) league table to find an energy supplier offering a competitive rate. Most schemes require an MCS certificate from the solar PV installer and a smart meter or export meter that can record the amount of energy you are supplying to the electricity grid.



*Over a million homes in the UK already have solar panels, many of which have been retrofitted. Notify your building's insurance provider if you are having solar panels fitted to ensure they are covered and your policy remains valid. (Source: Alamy Stock Photo)*



*Products and processes have been specifically developed to securely fit panels to existing roofs. Example shows a stainless steel roof hook being mounted to a slate roof. (Source: Schletter installation video)*



## Intuitive and flexible energy use

Demand response or energy flexibility refers to the ability of a system to reduce or increase energy consumption for a period of time in response to an external driver (e.g. energy price change, grid signal). Energy storage allows these systems to consume, retain and release energy as required in response to specific energy demands. Smart controls respond to these external drivers and demands to manage our systems.

## Maximise renewables and stabilise the grid

These measures can help maximise the utilisation of on-site renewables and help stabilise demand on the grid. Moreover it will help to decarbonise the grid: when renewable electricity generation is low, demand response measures reduce the load on the grid, reducing the amount of peak gas plant that must be switched on to meet the grid demand.



Smart controls and demand response measures in the home (Source: SMA Solar UK)

## What can you do?

### Peak reduction

- Use passive measures and efficient systems to reduce heating, cooling and hot water peaks.

### Active demand response measures

- These measures reduce the electricity consumption for a certain period.
- Install heating and cooling set point control with increased comfort bands, controlled with smart thermostats or home energy management systems.
- Integrate thermal storage of heat into communal or individuals system within a building.
- Reduce lighting ventilation and small power energy consumption.

### Electricity generation and storage

- Use products that can generate electricity and feed into the grid, or power the building.
- Consider solar PV to water heat storage or battery storage.

### Electric Vehicle (EV) charging

- It is generally accepted that there will be a large increase in electric vehicles, so it is essential to implement demand response to ensure grid stability.
- Charge EVs only when needed and allow the supplier to cut the charging short during peak times.
- Install 'Vehicle to Grid' technology which allows the battery of the EV to be used to supply the building during grid peak periods.

### Behaviour change

- Raise awareness of how people use electricity and the impacts.
- Consider incentives to reduce peak demand.
- Encourage responsible occupancy.

### Microgrids

- Consider being part of a small semi-isolated energy network, separate from the national grid.



## Gigabit capable digital connectivity

Refurbishments and renovations are a perfect time to consider upgrading your digital infrastructure with minimal additional disruption and taking advantage of aligning with other works to reduce costs. The following advice is therefore repeated from p29 to inform retrofit projects as well as new-build projects.

### Increased demand

High quality digital connectivity needs to underpin many aspects of Net Zero. Smarter controls and demand response measures will require fast, reliable and resilient connectivity. Together with smarter electric vehicle charging and on-site renewable generation and storage technologies, they and other smart devices will increase the demand on our domestic digital connections significantly over the next few years. In addition to this, higher quality digital connectivity can enable more of us to work from home more often and more comfortably, and not have to choose between connectivity for work, school, streaming services or other demands because our connections are insufficient. Reducing the need to travel to work and to access services can deliver major carbon reductions.

### Traditional connectivity is insufficient

Traditional copper-based connections suffer from finite capacity which limits the speed and increases the latency (delay) of connections. They are also vulnerable to degradation by the weather. So at peak demand, within the house or neighbourhood internet services can be slow, intermittent or drop out completely. Fibre to the cabinet (FTTC) has been rolled out in many areas where fibre optic cables have replaced mainline copper wires nationally and between telephone exchanges and cabinets (the green boxes next to the road). However copper wires remain in place between the cabinet and the home and so capacity, speed, latency and resilience remain issues.

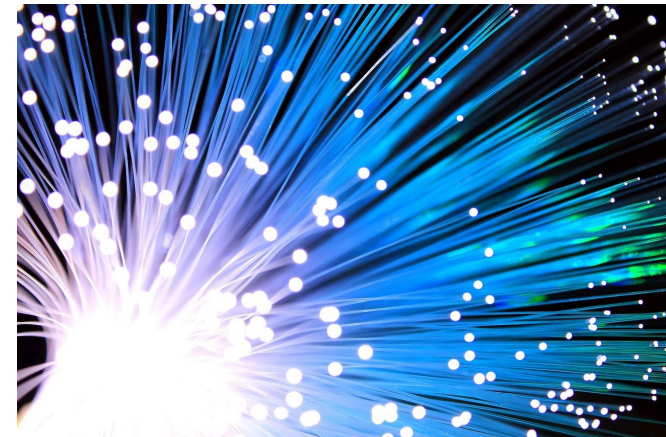
### Full-fibre, gigabit capable connectivity is the answer

Full-fibre connectivity, providing fibre to the premises, FTTP) removes these concerns, being capable of delivering gigabit speeds (>1,000 Mbps). This enables greater consistency and reliability of services, greater resilience and much lower data delay (latency).

Plan this level of connectivity in from the start of your project, including connection into the home and into specific rooms where direct connection would be beneficial (e.g. home office and living room).



Smarter homes mean increased demand for digital connectivity



Fibre optics can deliver the Gigabit capable connectivity that will be needed

## Indicative costs of retrofit



### How much does it cost to retrofit and what are the results?

Retrofit costs depend hugely on the baseline building's characteristics and condition. A rough guide for an average semi-detached home is £5-15k for a shallow retrofit which, if starting with a poor baseline, could save around 30% in carbon emissions, through to £45-55k for a deep retrofit which would include significantly improving the building fabric, changing the heating system to a heat pump and fitting roof mounted solar PVs. This level of retrofit could achieve an 80-90% reduction in carbon emissions – particularly in the future as the heat pump makes use of a lower carbon grid.

### Seeing retrofit as an additional cost to maintenance?

It is important to consider whether a measure is best undertaken as part of a planned or required maintenance activity. For example, re-rendering a wall would be an ideal time to apply external insulation and would mean the actual extra costs are just the insulation material and labour to secure the insulation to the wall.

### And don't forget the co-benefits

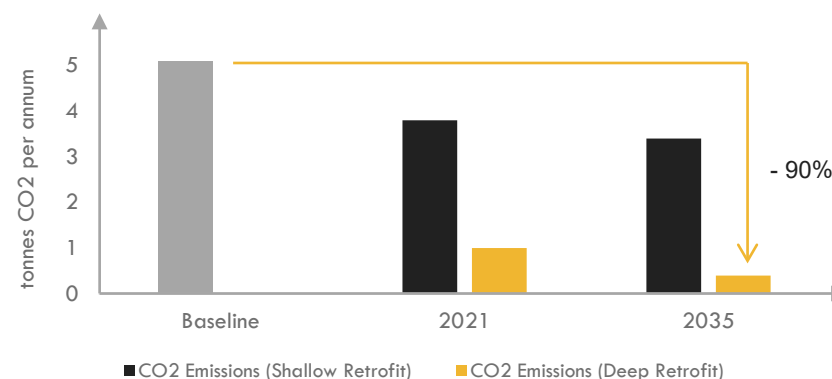
Improved comfort, health and lower fuel bills are all valuable and important outcomes of retrofit. Prioritising measures using these different criteria is likely to produce a different order of priority for retrofit. For example, health and wellbeing is probably most improved by a Mechanical Ventilation with Heat Recovery (MVHR) system as this will dramatically improve indoor air quality and comfort. On the other hand, in most solid-walled dwellings, external wall insulation will offer the greatest net energy savings, and so the most significant reduction in fuel bills, despite being relatively expensive.

### Where to find help

If you're struggling to afford net zero but still want to make a difference, take part in the [Home Energy Advice Taskforce project](#), which is offering in-person energy advice, including about available grants, and energy surveys.

Measure	Shallow	Deep
Fit 100% low energy lighting	£ 20	£ 20
Increase hot water tank insulation by 50mm	£ 50	£ 50
Loft Insulation - add 400mm	£ 500	£ 500
Fit new time and temperature control on heating system	£ 150	£ 150
Improved draught proofing	£ 150	
100% draught proofing - improve airtightness		£ 2,000
Cavity Wall Insulation - 50mm	£ 600	£ 600
Floor Insulation - between & below suspended timber		£ 1,500
Insulate all heating and hot water pipework		£ 500
Fit Mechanical Ventilation and Heat Recovery (MVHR)		£ 7,000
Main Heating - High Efficiency Condensing Gas Boiler	£ 3,800	
Main Heating - Air Source Heat Pump and new HW tank		£ 9,000
Half Glazed Doors - Double Glazed (16mm argon)	£ 1,500	
Half Glazed Doors - Triple Glazed, High Performance		£ 2,000
External Wall Insulation - 160mm Expanded Polystyrene		£11,000
Double Glazing (16mm Argon Filled, Low E)	£ 7,000	
Triple Glazing (16mm Argon Filled, Low E)		£ 8,400
Photovoltaic Panels, 3kWp array, (21m <sup>2</sup> area)		£ 6,500
Miscellaneous and enabling works	£ 1,000	£ 5,000

Indicative retrofit costs for an unrenovated 90m<sup>2</sup> semi-detached dwelling



CO<sub>2</sub> reductions for an unrenovated 90m<sup>2</sup> semi-detached dwelling

# Embodied carbon



Embodied carbon is the carbon emissions associated with the extraction and processing of materials, energy use in the factories and transport associated with the products used in the retrofit. It includes emissions associated with disassembly and disposal of these products at end of life as well as the construction of the building and repair, replacement and maintenance. It also includes the demolition and disassembly of the building at the end of its life. Low embodied carbon design is not inherently more expensive or more complex, it just requires awareness and good design.

## What can you do?

### 1 Use re-used or reclaimed materials

Prioritise materials that are reused or reclaimed and that are durable. If not available use materials with a high recycled content.

### 2 Use natural materials

Use natural materials where possible. Insulation choice is a good opportunity to reduce embodied carbon.

### 3 Lean design

**Finishes:** Use self-finishing internal surfaces.

**Building Services:** Target passive measures such as improved fabric to reduce the amount of services needed. Reduce the need for long duct runs, specify low Global Warming Potential (GWP) refrigerant (max. 150) and ensure low leakage rate.

### 5 Encourage EPDs

Ask manufacturers for Environmental Product Declarations (EPD) and compare the impacts between products in accordance with BS EN 15804 (2019).

### 6 Easy maintenance and use

Consider maintenance & access requirements, maintained equipment will last longer.

### 7 Design for disassembly

Consider disassembly to allow for reuse at the end of life of the building, this is key to creating a circular economy. Create material passports for elements of the building to improve the ability of disassembled elements to be reused.



Sheep wool insulation  
(Source: Thermafleece)



Cellulose- made from recycled paper  
(Source: Eco Spray Insulation)

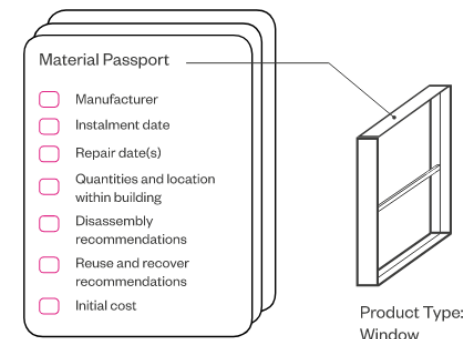


Cork insulation (Source: Corkribas)



Hemp insulation  
(Source: Unyte Hemp)

Some insulating materials like straw bale, hempcrete, and wool store (sequester) carbon and have negative emissions



Create material passports for products: A material passport provides identification of materials, components and technical characteristics with guidance for deconstruction and applicability of re-use. In this way the building becomes a material bank for future use.

# How it comes together - Retrofit of a typical terrace house



## Design checklist

### ✔ Heating System

Replacing the heating system e.g. adding a heat pump can significantly improve efficiency

### ✔ Mechanical Ventilation

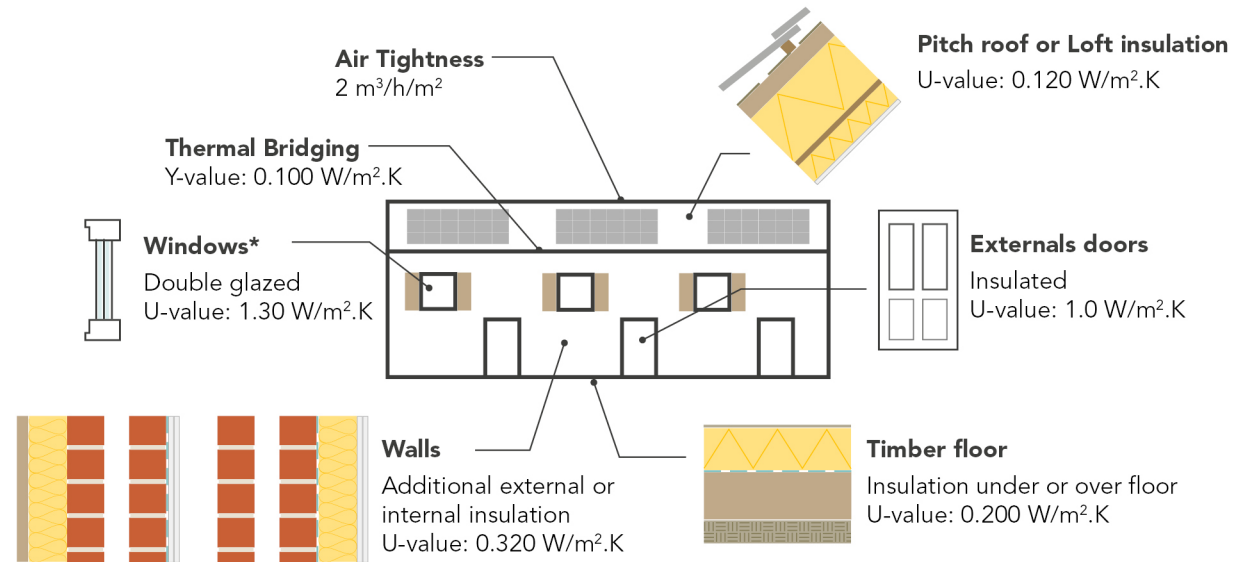
MVHR 90% efficiency  
 ≤2m duct length from unit to external all

### ✔ Airtightness

An extremely airtight building fabric of 2 m<sup>3</sup>/h/m<sup>2</sup> at 50 Pa.

### ✔ Improve fabric efficiency

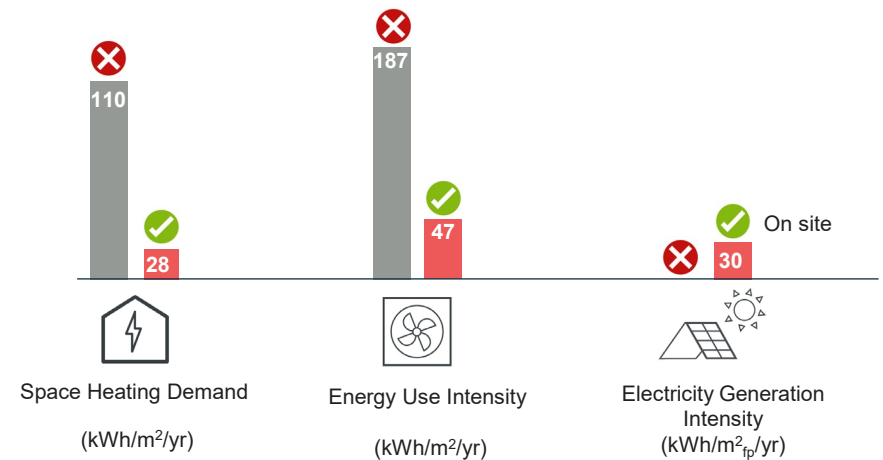
Add insulation externally or internally to improve fabric efficiency



## Performance

As the Energy Use Intensity (EUI) is the same as the electricity generated on site that means that the building is net zero carbon.

- Typical terrace house built to building regulations
- Terrace house retrofitted to zero carbon



# How it comes together - Retrofit of a terrace house in a conservation area



## Working with constraints

A retrofit of building within a conservation area or with other heritage constraints can be challenging. It is therefore important to weigh up the options and “do the most where you can”. It should be noted that these constraints do not apply to the majority of the houses in the U.K. and only a select few. It is advisable to bring on board a heritage consultant early to understand the constraint and work together to find appropriate solutions.

**Always discuss potential alterations to or affecting a heritage asset with the Council’s [Development Management Team](#) first.**

## Consider a hybrid approach

Consideration to the placement of additional insulation to work with the building's aesthetics using a combination of internal and external insulation. For example, if a building has a decorative frontage which contributes to character of the street, it may be better to use internal insulation on this façade. Whereas the rear of the property may be seen as less significant and therefore external insulation could be applied here.

## Breathable materials

In older stone wall construction that are more prone to damp, consider natural breathable materials (hydrophobic insulation) such as hempcrete which will not trap moisture.

## Finding opportunities for renewables

Consider placement of solar panels on non prominent roofs that do not impact any constrained aesthetics. Also consider the orientation of solar panels to ensure they working efficiently i.e. avoid placing on shaded and north facing roofs.

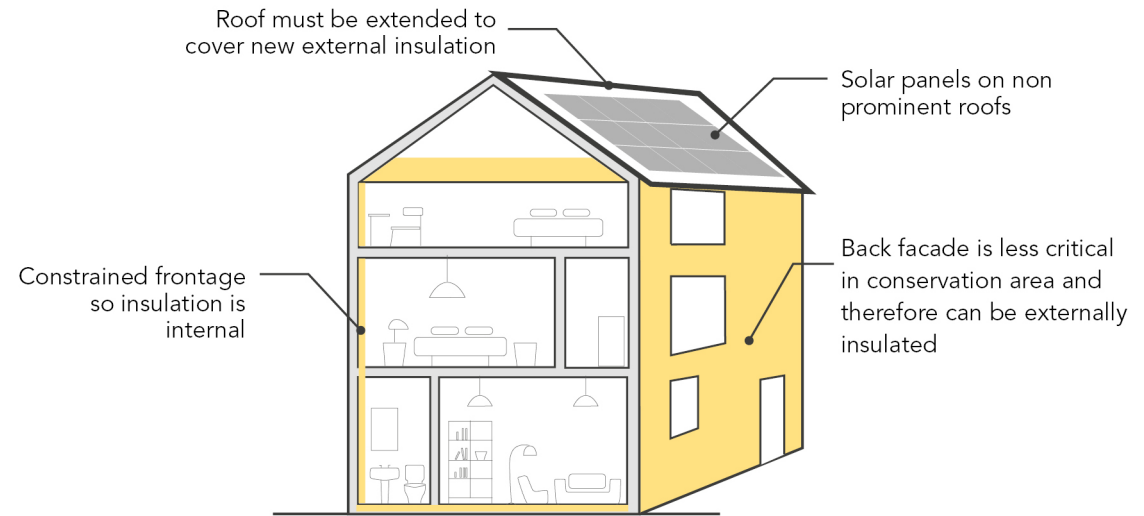
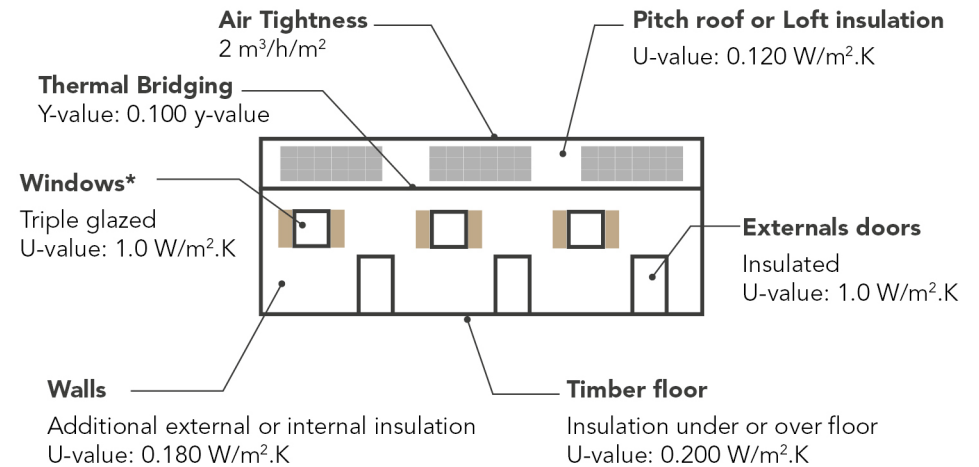


Diagram illustrating a hybrid retrofit approach with internal and external insulation.



Recommended U-values to target net zero carbon for a constrained property.



## Don't do this! (retrofit)

The intention of this toolkit is to provide clear guidance on what you should do when retrofitting a building to be Net Zero carbon. This page summarises some of the “Don’ts”...

### Don't be misled by technologies and environmental schemes

When looking to build sustainable and low energy buildings, there are plenty of distractions. Many products, systems and technologies are suggested to be silver bullets in helping achieve Net Zero carbon buildings. Unfortunately, when put under scrutiny, many products or strategies do not achieve the desired outcome.

Additionally environmental schemes for existing homes may not all by themselves help the building achieve Net Zero carbon.

### Avoiding business as usual

There is an emerging consensus in the construction industry on how to achieve Net Zero operational carbon. For example, there are several key energy efficiency, heating and ventilation principles which need to be adopted which have been discussed in earlier sections. Taking a business as usual approach to construction is not sufficient because many traditional ways of heating and ventilating homes are not aligned with a Net Zero objective.

### Do not forget about the risk of moisture and condensation

One of the major risks associated with low energy and Net Zero carbon retrofit is creating areas where moisture condenses leading to mould growth. This typically happens when applying wall insulation, or where thermal bridges (e.g. around windows) are not treated to reduce the risk of condensation. It is extremely important to not forget about moisture as part of the retrofit process, and specialist advice should be sought to advise in order to mitigate this risk.



**X** Do not replace the gas boiler. Heat pumps should be considered



**X** Do not leave open fireplaces.



**X** Do not install extract only ventilation systems. MVHR should be adopted.



**X** Do not install domestic wind turbines.



**X** Do not rely on trickle vents to provide ventilation. MVHR should be adopted.



**X** Do not install double glazing windows. Install triple glazed windows.

# Case studies for retrofit



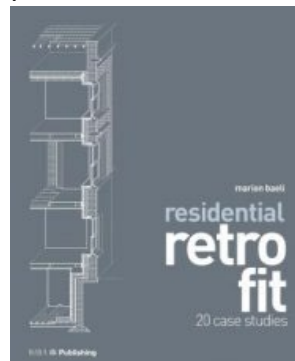
## There are many examples

A lot of examples of successful retrofits are now available. The adjacent images illustrate different typologies and examples but there are many more.

## Key lessons learnt

Successful retrofit relies on a structured process including adequate assessment, design, installation and monitoring as set out within the Publicly Available Specification (PAS) 2035. It is underpinned by the idea of a retrofit coordinator who will help lead the process from start to finish.

Opinion has varied on how far to go over the last 30 years. Schemes like the Green Deal did not set an end goal or a metric but used 'pay back rules' which tended to undermine whole house thinking and quality. Consensus is now emerging that whole house plans are an appropriate way to take into account the specific characteristics of a house while providing a flexible path to the end goal for homeowners and landlords. For example this would enable them to coordinate retrofit with their ongoing maintenance/extension and other life plans.



*It can be done: the Technology Strategy Board "Retrofit for the Future" programme, undertaken over 10 years ago, delivered 80% carbon reductions on 37 pilot homes.*

*This included 11 pre-1919 homes which demonstrated that heritage sensitive retrofit measures can deliver the scale of carbon reduction we need to see happening more.*

*(© Marion Baeli, Paul Davis and Partners)*



**Shepard's Barn, County Durham**  
(Source: LEAP Architects)



**Passmore Street, London** (Source: Grosvenor Britain and Ireland)



**Ernley Close, Manchester**  
(Source: 2e Architects)



**Wilmcote House, Plymouth**  
(Source: ECD Architects)



**Grove Road, London**  
(Source: Bere Architects)



**Akerman Road, London**  
(Source: 15-40 Architecture)



# Products

Achieving Net Zero on new and existing homes also relies on good quality products.

This section explains the level of performance to require from products which will help to reduce energy use and generate renewable energy.





## Window types

Window performance will vary greatly and is not always immediately apparent from their external appearance – or even price. Whilst other factors including heritage setting and visual impact will need to be balanced and considered in planning, the following points are key in terms of energy performance. At design stage, check the [detailed guidance](#) accompanying Part L of the Building Regulations that covers the energy efficiency of buildings, and aim to go beyond these minimum national standards.

### Key selection criteria

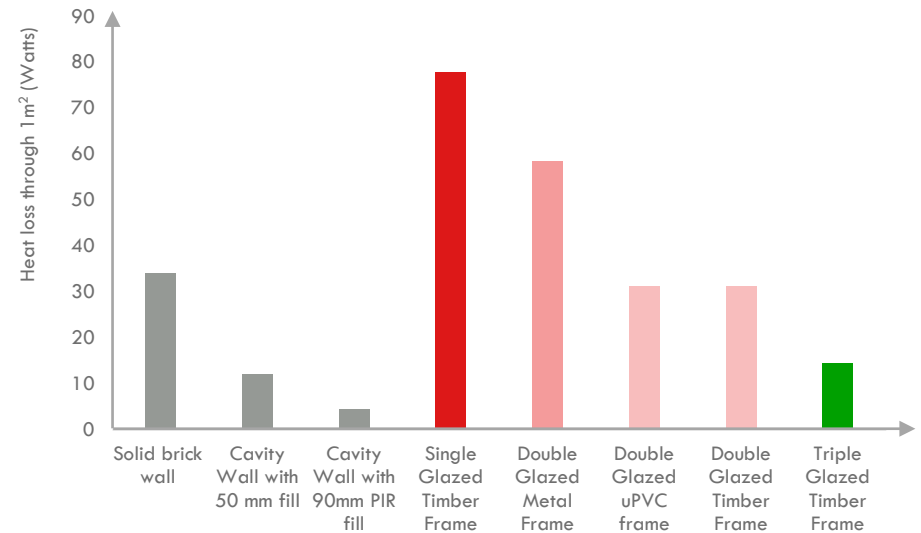
**Glazing U-value** - This is an indication of the ability of the glazing itself to retain heat. For double glazing, this should be 1.3 W/m<sup>2</sup>K or lower. For triple glazing you should expect 0.6 W/m<sup>2</sup>K or lower.

**Frame type** - The frame is an important part of the window's thermal performance. Generally, it is best to avoid metal frames unless they have a dedicated thermal break. Timber frames offer good levels of performance and are a good option in most cases and can be clad in aluminium if required. If you can find out the frame U-value, it should be ideally less than 1.6 W/m<sup>2</sup>K.

**Whole window U-value** - Sometimes, manufacturers do not provide a separate glazing and frame U-value and will only provide a U-value for the whole window. If this is the case, aim for <1.4 W/m<sup>2</sup>K for double glazed and <0.85 W/m<sup>2</sup>K for triple glazed.

**Window design** - For most types of frame, the frame performance will be worse than the glazing performance. This means that we should try and minimise the amount of frame – including mullions and transoms – to make the window as efficient as possible. This will also improve the amount of daylight entering the building.

**Airtightness** - The way in which the window's closing mechanism works, combined with the design of the opening sash sections will influence how good the window will be at keeping out draughts. Look for a multi-point mechanism with two separate seals – this will help with security as well as airtightness. Ask if the window has an air-permeability test rating – if it does, it should be Class 4.



Heat loss through 1m<sup>2</sup> of various wall and window types (with 0°C external temperature)



Triple glazed opening sash – timber frame with aluminium cladding and two seals  
(Source: Internorm)



Multi-point locking mechanism  
(Source: Sashed)

## Door types



This page summarises some of the key selection criteria when reviewing which doors to purchase. Again, other factors including heritage setting and visual impact will need to be balanced and considered in planning, the following points are key in terms of energy performance

### Key selection criteria

**U-value** – This describes the thermal performance of the door product. Consideration should be made to the U-value of the whole door unit. A U-value of 1.0 W/m<sup>2</sup>K should be used as a guideline.

**Glazed doors** – If the door is glazed, then the glazing properties need to be considered. The g-value as well as the U-value needs to be considered as these impact energy performance and solar gains.

**Airtightness rating** – The airtightness rating of the doorset systems should be reviewed, and high performance systems specified.

**Embodied carbon** – The amount of carbon dioxide equivalent emissions generated in the production and manufacture of the door unit material should be considered.

**Security** – Consideration should be made to the security ratings when selecting the doors.



Performance ULTRA insulated timber door (Source: Green building store)



Triple glazed timber doors )Source: Green building store)



Triple glazed balcony door (Source: Internorm)



Garage Door (Source: Hormann LPU67 Thermo M)

### Find High Performance Door Products

The [Passive House Institute Component database](#) is a fantastic way of searching for high performing door products.



## Insulation materials

There are many types of insulation products which are appropriate based on their application. Insulation, and the systems used to support them are key to achieving low U-values. The following considerations should be made when selecting Insulation:

### Key selection criteria

**Area for use** – Where will the insulation be used (e.g. external wall, roof, floor).

**Thermal conductivity** – How much heat the material conducts. The lower the conductivity, the better performing the product.

**Moisture and air permeability** – Some insulation products allow water vapor and/or air to pass through them, and some don't. It is important to understand their hygroscopic properties, particularly when retrofitting a pre-1919 building.

**Thickness** – The thickness should be considered to ensure it achieves the required U-value and aligns with building setting out. For external walls, it is important to ensure that the products used to support insulation are available in the length required.

**Physical properties** – Insulation can be rigid or not, and there are advantages to both. Consideration should be made for insulation installation on site and methods of construction.

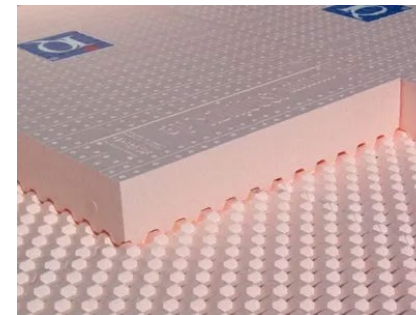
**Fire rating** – The building regulations associated with fire rating and insulation should be consulted to ensure safe and compliant products are used in the correct areas.

**Compressive strength** – Some insulation may require a degree of compressive strength, and this should be considered (usually floors).

**Embodied carbon** – The amount of carbon dioxide equivalent emissions generated when producing the insulation material should be considered.



Dritherm mineral wool insulation (Source: Knauf)



Insulating foundations (Source: Isoquick)



Structural insulating material (Source: Foamglas Perinsul)

### Finding High Performance Insulation Products

The [Passive House Institute Component database](#) is a fantastic way of searching for high performing insulation products.



## Main building elements

The main building elements that form the airtight layer are the floors, walls, roof, windows/rooflights and doors.

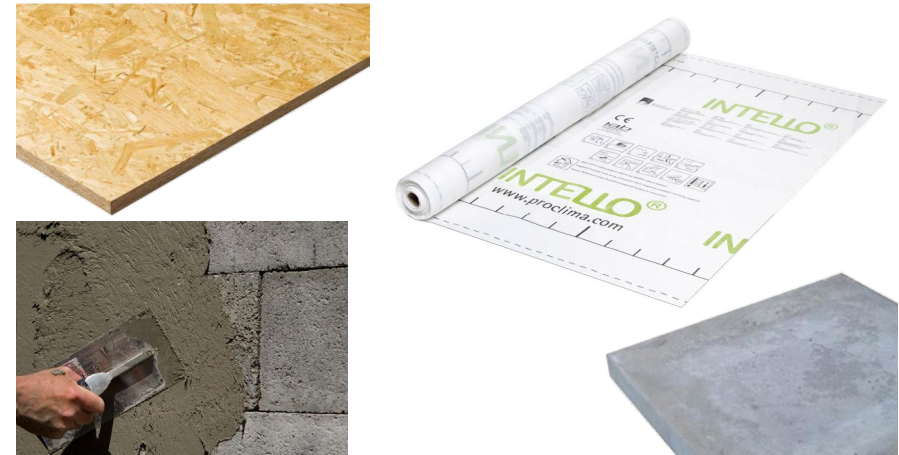
Concrete surfaces such as a floor or roof slab can usually be considered airtight. Masonry walls built from blockwork are not airtight, but can be made so with a suitable parge coat and wet plaster. Timber framed structures such as walls and roofs can use airtight OSB boards or specialised airtight membranes to create an airtight building element.

## Connections

Most connections between airtight elements of the building are made airtight through the use of specialist airtight tapes. These are designed and manufactured to last for many decades and should never be substituted for other construction tapes. Many different versions are available for different applications, for example fleece backed tapes that can be plastered over, double sided tapes for window frames, tapes for below ground use. Certain surfaces require application of a primer before taping, so make sure you know where these are on your project. Some sealants are also available for situations where tapes are not suitable.

## Services

Building services such as cables, pipes and ducts can be sealed with airtightness tapes, or specialised grommets that come in a range of sizes and styles. While grommets are more expensive, they can reduce the amount of labour required to achieve airtight service entries.



Large airtight surfaces within buildings are typically created from airtight OSB, parge coat and wet plaster applied over blockwork, concrete castings, or specialised airtight membranes. Do not use cheap polythene membranes, as these are fragile and lack the rigidity to tape without creases that cause leaks. (Source: Pro Clima)



Components of the airtight layer are primarily connected together with tapes. Appropriate primers should be applied to certain surfaces before taping to ensure adhesion. Airtightness grommets and specialised long-life sealants are also available to assist with more specialist junctions in construction. (Sources: Pro Clima, Siga)

## Ventilation units



### Mechanical Ventilation with Heat Recovery (MVHR)

There are many MVHR units available on the market. In practice, a building services engineer or professional will often be involved in helping you to select an appropriate unit.

**Air volume flow rate (litres per second)** – This must be high enough to meet requirements in Part F of the Building Regulations, and to mitigate overheating risk.

**Pressure drop (pascals)** – This is how much pressure the MVHR can overcome and will influence your ductwork design.

**Noise rating (dB)** – This needs to be low enough at the design duty not to cause a nuisance. In a utility space NR35-40 may be appropriate, however if it is near living space or sleep accommodation NR25 or lower should be targeted. Planning conditions are sometimes attached to planning permissions to ensure noise impacts are acceptable.

**Size** – MVHR units come in varying sizes and shapes, some are more suited to cupboard installation and some are longer and flatter suited to a ceiling void. A key consideration for size is selecting a unit to suit the space available that allows for the filter to be easily changed.

**Specific Fan Power (Watts per litre per second)** – This is critical to the energy efficiency of the ventilation system. A value of 0.9 or lower is recommended.

**Heat recovery efficiency (%)** – This defines how much heat can be recovered from the exhaust air. For best practice a minimum of 90% efficient should be targeted.

**Summer bypass** – This automatically bypasses the heat exchanger so heat is not recovered when using the ventilation unit for cooling.

**Certification** – Choose an MVHR unit that is Passivhaus certified to ensure quality and performance.



*A range of Passivhaus certified MVHR units are available in both wall and ceiling mounted designs. The performance of Passivhaus certified units has been independently verified, which can be a good indication that a manufacturer is motivated to demonstrate the energy performance of their product. (Sources: Paul Heat Recovery, Zehnder, Brink)*



*Pre-insulated MVHR ducting is available from a range of manufacturers in both rectangular and round format. These systems can simplify duct installation between the MVHR unit and outdoor air terminals, improving energy efficiency. Combined intake/exhaust terminals are also available, which often help to minimise duct length, also increasing efficiency. (Sources: Domus Ventilation, Paul Heat Recovery)*

# Waste Water Heat Recovery Systems



## Waste water heat recovery systems recoup heat

Waste water heat recovery (WWHR) systems recover heat from shower or bath water as it is drained, this is used to warm the incoming mains water. The systems are very simple, and typically come in two forms, vertical or horizontal.

## WWHR systems can be included in retrofit

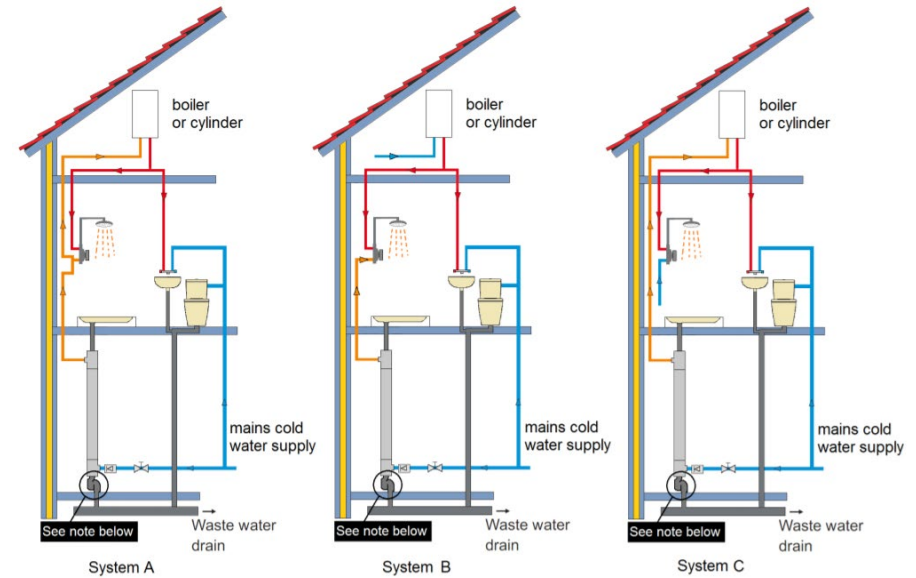
Although WWHR units are far easier to install for new housing, this does not mean they cannot be installed as part of retrofit. As long as there is access to the pipework serving the shower and suitable pipework lengths, a unit can be installed.

## Key selection criteria

**Efficiency of recovery unit (%)** – This represents the percentage of heat recovered by the MVHR system compared to actual heat required for the shower. The efficiency is greater for showers with lower flow rates. For vertical units, target greater than 55% and for vertical units, target greater than 25%.

## Other key considerations during selection and installation

include shower flow rates, pipework connection sizes for the mains water and waste water, and water pressure. Manufacturer guides will provide acceptable ranges and details for their products.



System A	- WWHRS outlet connects to water heater inlet AND shower cold inlet
System B	- WWHRS outlet connects to shower cold inlet ONLY
System C	- WWHRS outlet connects to water heater ONLY

*A diagram of installation configurations for waste water heat recovery.*

*(Source: HeatraeSadia)*

# Heat pumps



## Selecting the right heat pump

Sizing a heat pump is never simple. There is no one-size-fits-all as the heating demands of every property and family is unique. To get air source and ground source heat pump size right, the following things should be considered.

- Type/size of property
- Level of insulation/heat loss
- Size of radiators/underfloor heating
- Desired indoor temperature
- Seasonal outdoor/ground temperatures in your area

## Key selection criteria

**Maximum heating capacity (kW)** - Heat pumps are given output ratings in kilowatts (kW) which represent how powerful a heat pump is. For heat pumps, bigger is not always better though: they should be sized according to the peak heating demand. Max heating capacity tends to range from 4 kW and 16 kW.

**Minimum heating capacity (kW)** - The minimum capacity of the system selected is as important as the maximum. A good heat pump has adequate turn-down to perform well during low-load conditions as well as peak conditions

**Coefficient of Performance, CoP** – The efficiency of a heat pump is expressed as ratio of the heat energy produced to input electrical energy. For example, if a heat pump produces 4 kWh of usable heat for a home and requires 1 kWh of electricity to do so, it has a COP of 4.

**Seasonal Coefficient of Performance, SCoP** - This is an average coefficient of performance taken across the entire heating system, and the main metric used to define the performance of a heat pump.

## Maximising heat pump efficiency

The efficiency of heat pumps increase as the temperature difference between the heat source and system temperatures. To increase efficiency consider:

**Lower system temperatures** - Whereas radiators typically require a minimum water flow temperature of 45-55°C, underfloor heating can operate as low as 25-35°C. Lower system temperatures also mean lower losses in conversion, storage and distribution of heat.

**Heat source** - The temperature of the ground is roughly 10–13°C all year round, so a ground source heat pump remains consistently efficient, unaffected by seasonal changes. An air source heat pump on the other hand is subject to fluctuating air temperatures. In the colder months, when there is the greatest demand for heating, they are at their least efficient.

## Maintenance and warranty

When correctly installed, heat pumps should require little maintenance and last for at least 20-30 years. If something does go wrong, it can lose efficiency fast, but this underperformance should be noticeable. Most heat pumps come with a 5-10 year warranty on parts and labour.

	Heat Pump Type	Standard CoP	Best Practice CoP
Heat Pump - Space Heating	ASHP		3.50
	Closed GSHP	2.50	4.50
	Open GSHP		5.50
Heat Pump - Domestic Hot Water	ASHP		2.50
	Closed GSHP	2.0	2.50
	Open GSHP		3.00

# Air source heat pumps (ASHPs)



## Efficient and fossil fuel free

Air source heat pumps (ASHPs) absorb heat from the outside air, from temperatures as low as  $-15^{\circ}\text{C}$ , to provide space heating and hot water. They run on electricity but are far more efficient at generating heat than conventional systems and therefore require less energy. Unlike gas and oil boilers, heat pumps tend to deliver heat at lower temperatures over much longer periods.

## The two main types

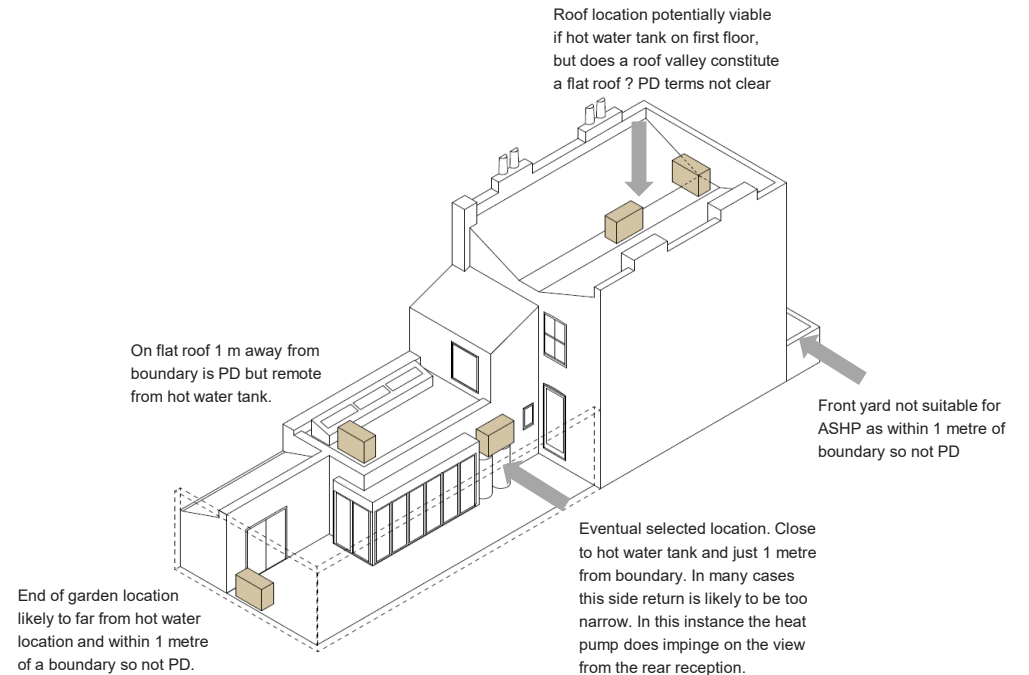
Air-to-water heat pumps are the most common and can be used with a wet central heating system. Because of the lower temperatures they work well with underfloor heating or larger radiators. Air-to-air heat pumps provide warm air directly to a room. They will not provide you with hot water as well.

## Heat pumps need a home, and you may need planning permission

You will need a place outside the home where the external unit can be fitted to a wall or placed on the ground, with plenty of space around it for air flow. The external unit is often connected to an internal unit containing circulation pumps and hot water, which is usually larger than the average boiler. Although they might not take up much space, heat pumps may be visible. If permitted development rights cannot be used, a planning application may be required. Be mindful that planning conditions are often attached to planning permissions requiring evidence to demonstrate noise impacts are acceptable.

## Potential fuel bill savings

Installing a typical system costs around £5,000 to £11,000. It will most likely reduce fuel bills if replacing a conventional electric heating system, but you are unlikely to save much on your heating bills if you are switching from mains gas, unless other energy efficiency and fabric improvements are made.



Potential locations identified by the architect for a terrace house

(Source: Prewett Bizley Architects)

## Benefits

- 1 It could lower fuel bills if replacing conventional electric heating
- 2 You could qualify for a grant through the UK Government's Boiler Upgrade Scheme
- 3 Fossil fuel free and highly efficient therefore will reduce carbon emissions
- 4 It can provide hot water as well as space heating
- 5 It can be easier to install than a ground source heat pump



# Ground source heat pumps (GSHPs)



## Efficient and fossil fuel free

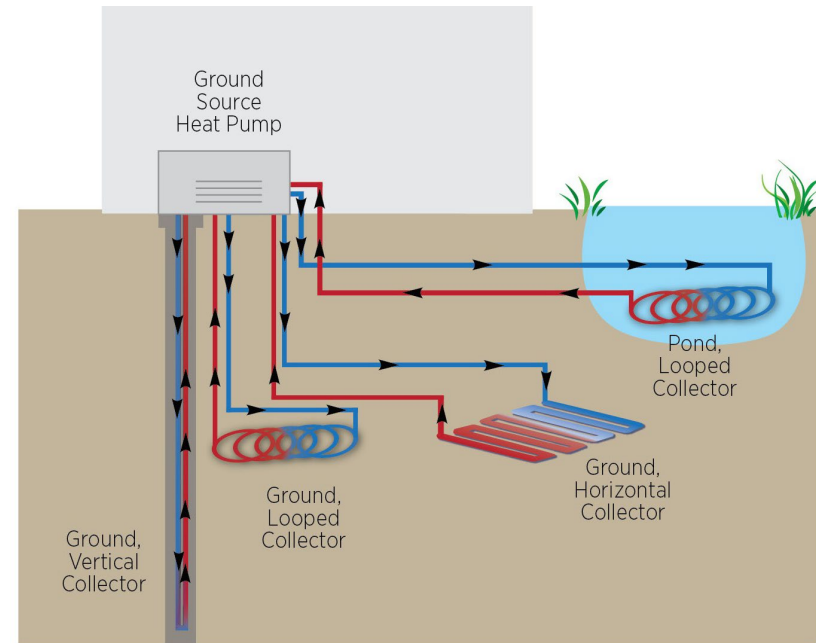
Ground source heat pumps (GSHPs) use a buried ground loop to extract heat from the ground which is then passed through a heat exchanger into the heat pump. This heat can be used to serve radiators, underfloor heating, warm air systems and hot water. Heat pumps run on electricity, but the heat they extract from the ground is renewed naturally. They are far more efficient at generating heat than conventional systems and therefore require less energy.

## Space is required for the ground loop

The length of the ground loop required depends on the amount of heat needed. If there is enough space, the loop can be laid horizontally in a trench. Where there is not room to do this, you can drill vertical boreholes, typically between 90m and 160m deep, but this requires specialist machinery and may increase the cost of installation.

## A potential source of income

Installing a typical system costs around £14,000 to £19,000. It will most likely reduce fuel bills if replacing a conventional electric heating system, but you are unlikely to save much on your heating bills if you are switching from mains gas, unless other energy efficiency improvements are made. If the system is part of a new development, combining the installation with other building work can reduce the cost of installing the system. You may be able to receive a grant to cover upfront installation costs through the [UK Government's Boiler Upgrade Scheme](#).



Different types of ground loop can serve the heat pump depending on the space available. (Source: Kete-RVS)

## Benefits

- 1 It could lower fuel bills if replacing conventional electric heating
- 2 You could qualify for a grant through the UK Government's Boiler Upgrade Scheme
- 3 Fossil fuel free and highly efficient will reduce carbon emissions
- 4 It can provide hot water as well as space heating
- 5 Minimal maintenance required

# Domestic appliances



## White goods

The main energy consuming appliances to consider are dishwashers, clothes washers, clothes dryers, refrigerators, freezers and cookers. When purchasing from new, energy labels should be available. Compare these to best practice performance on the Top Ten UK site below, and choose the most efficient appliance that meets your needs.

If purchasing second hand appliances, energy labels can often be found by searching the model number of the appliance.

## Consumer electronics

The energy consumption of consumer electronic devices is usually quite low. Possible exceptions include devices that produce heat, such as coffee makers with keep hot functions.

## Audio visual

Most new televisions and stereos are relatively energy efficient, however energy labels are available, so follow the same advice as for selecting white goods. Games consoles have powerful processors that can use reasonable amounts of energy, so should be turned off when not in use.

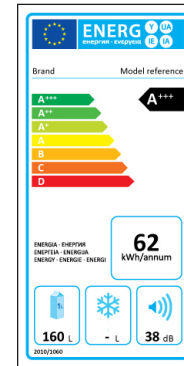
## Standby consumption

While electricity use in standby mode (also known as vampire load, or phantom consumption) used to be a significant concern, a series of increasingly stringent EU regulations over the past decade have effectively reduced it to negligible levels.

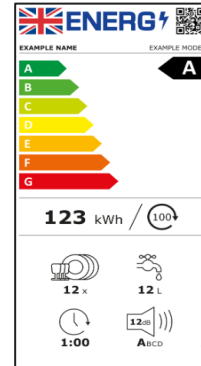
## Resources

[The Energy Saving Trust's 'Top Ten'](#) is an excellent resource that lists the most efficient appliances currently available on the market.

Old energy label

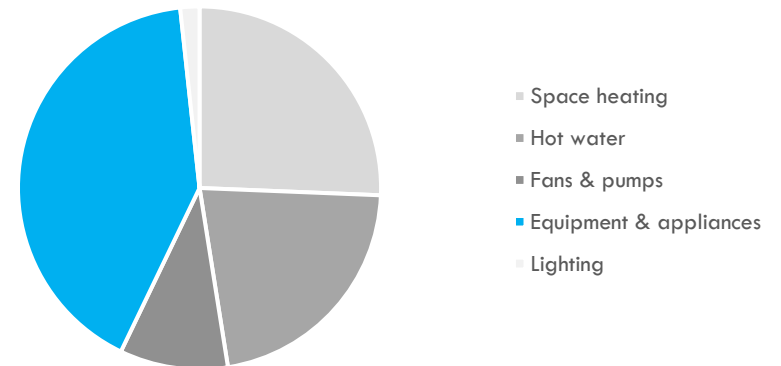


New energy label



- The QR code gives access to more information on the model
- The rescaled energy efficiency class for this appliance, an A+++ in the previous label
- The annual energy consumption of this appliance is calculated with refined methods
- The volume of the appliance expressed in litres (L)
- The noise level measured in decibels (dB) and using a four class scale

Most appliances for sale in the UK now carry GB energy labels. The labels were rescaled in 2021 to adopt the original A to G system, ending the use of A\* or higher ratings. Under the new scale, there are few A-rated appliances currently on the market – this is intentional, to allow room for future improvements to efficiency.



Electricity used by equipment and appliances is likely to be the largest end use of electricity in many net zero energy homes, so it is important to choose the most energy efficient appliances you can. Data based on energy modelling for a net zero energy new build home.

## Solar photovoltaic (PV) panels

### Solar PV panels

Modern solar PV panels are a simple, mature and reliable technology. Most solar PV panels currently manufactured are based on wafers of monocrystalline silicon. Outdated polycrystalline technology is still available and should be avoided. Choose a panel with a 25 or 30 year linear power output warranty.

Sizes vary, but 1,730mm x 1,040mm is typical. Expect a power output of 360 Watts per panel, though up to 400 Watts or more is possible. It does not usually cost much more to specify a higher power panel, so this is often a good option to consider, particularly if you plan on using a heat pump or electric vehicle in the future.

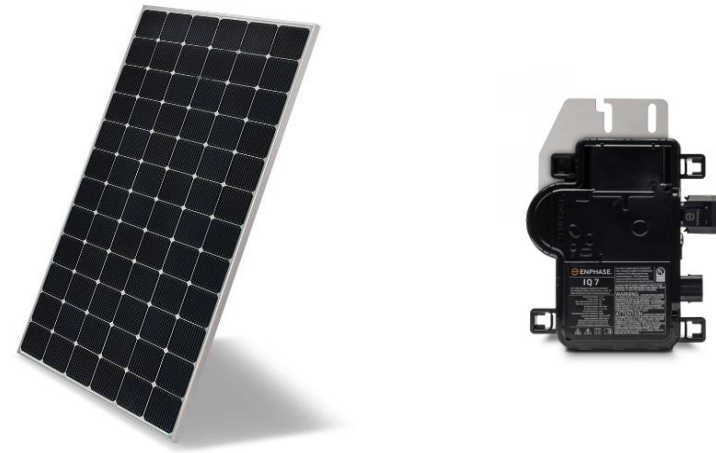
Solar tiles are available, however standard format solar panels dominate the market for good reason. If you decide to install solar tiles, choose a company with a track record that will be around in the future to provide spare parts and support if required.

### Inverters

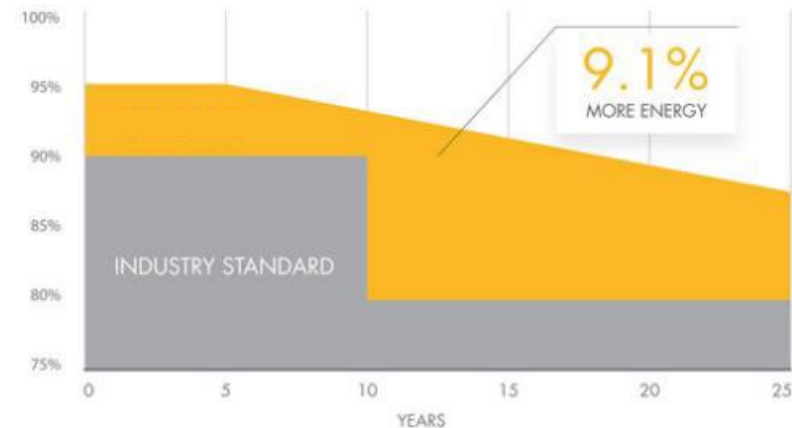
The inverter in a solar PV system conditions the electricity generated by the solar panels so it is safe to use in your home. Traditional systems used a single large inverter, however small 'microinverters' that mount behind each panel offer numerous benefits. They cost a little more than a single larger inverter, but can increase energy output up to 15% and are very reliable, with 25 year warranties available.

### Batteries

In many cases, batteries cost more to buy and operate than they will ever save you, though there are exceptions. Batteries also increase the complexity and embodied carbon of a solar PV system. Consider smart thermostats, solar hot water diverters and solar EV charging to increase self consumption of solar electricity.



Specify monocrystalline silicon solar panels and microinverters for best long-term performance. Image shows a generic solar panel and an Enphase IQ7 microinverter. (Source: Enphase Energy)



Power output warranties lasting 25 to 30 years are standard for solar photovoltaic panels. Look for a panel with a linear (rather than stepped) performance warranty for increased lifetime energy production. (Source: SunPower)



# How to Specify

Delivering homes that will perform well in reality (and not just on paper) relies on a quality assured construction or retrofit process.

This section provides guidance on how to specify key elements.

# Approach to deliver Net Zero carbon buildings



## Decide on your targets

From the very start of the project, you should be clear about the targets that you are aiming for. For both new build and retrofit, this should be expressed in Energy Use Intensity (EUI) and Space Heating Demand. Both of these should be modelled early on to see how your project matches up. Space Heating Demand is an excellent proxy for the fabric efficiency of the building. It will tell you how far you have gone down the fabric first approach. Exemplar values for homes are 15 kWh/m<sup>2</sup>.year for new build and 25 kWh/m<sup>2</sup>.year for retrofit, although retrofits can be challenging and a target of 50 kWh/m<sup>2</sup>.year would be a significant achievement in most cases. Detailed guidance on modelling and estimating energy performance outcomes is provided by [LETI's Operational Modelling Guide](#). A performance modelling template is also being developed.

## Do whatever it takes to move to electrical heating and hot water

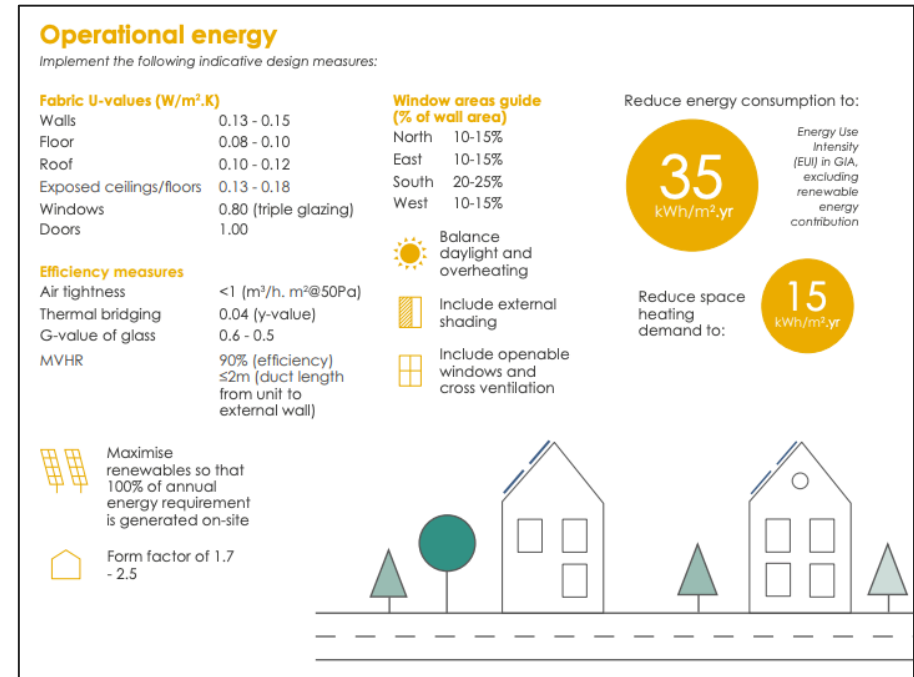
This guide has made it clear that fundamental to achieving Net Zero carbon homes is transitioning to electrical based heating and hot water to capitalise on grid decarbonisation. To avoid high running costs, this is best achieved by fitting heat pumps. Thus, make sure you design your fabric, heating and hot water strategy around the basic premise of a heat pump. For retrofit, even if you can not fit one straight away, put enabling measures in place so one can be fitted in the future.

## Build the team's knowledge

Much of what goes into a Net Zero home is not necessarily part of normal building practice. It is important to get the whole team on board from the designers, right through to the site team. Arrange regular tool box talks so that everyone understands the key principles that are being targeted like airtightness and eliminating thermal bridging.

## Measure the results

How do you know it has worked? It is now cheap and easy to monitor energy use so put this in place as part of the project so you can see how it performs and, if necessary, make some improvements next time.



LETI Targets for new-build dwellings (Source: LETI Climate Emergency Design Guide)



The AECB Retrofit standard sets a space heating demand target of 50kWh/m<sup>2</sup>.year

## Finding competent contractors



### There is no substitute for experience

When looking for suitable contractors, find out if they have completed any low energy or Net Zero projects. Ideally, they will have completed a project which has been quality assured or certified in some way. A Passivhaus certified project (new build or retrofit), AECB self-certification with independent verification, or a self-declared LETI Pioneer project would all be good indicators. Failing that, any project which has good post-occupancy monitoring data showing its actual performance is also a good sign.

### National schemes

PAS2035 sets out a framework for the design and management to ensure the safe and effective implementation of energy efficiency measures. PAS2030 set out the standards that must be achieved in installing these energy efficient measures. If you are embarking on anything more than a very minor retrofit, then it would be advisable to ensure that your design team includes a qualified Retrofit Coordinator who has met the requirements of PAS2035 and that your contractor has achieved PAS2030 certification.

### Other trade bodies

For specific retrofit elements, there are also other trade bodies which you can ask whether your provider is registered with:

- [Cavity Insulation Guarantee Agency](#)
- [Solid Wall Insulation Guarantee Agency](#)
- [Microgeneration Certification Scheme \(MCS\) - for heat pump and Solar PV installations](#)
- [Trustmark](#)

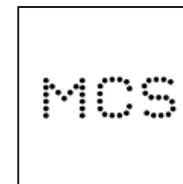


**PAS 2035:2019**  
The Design Process



**PAS 2030:2019**  
The Installation Process

*PAS2030 and PAS2035*



**TRUSTMARK**  
Government Endorsed Quality



*Agencies and schemes which protect consumers and require certain standards*

# Specifying airtightness requirements



This section summarises the requirements during construction in order to ensure that the airtightness target can be achieved (beyond the minimum Building Regulations standards).

## Managing the airtightness risk

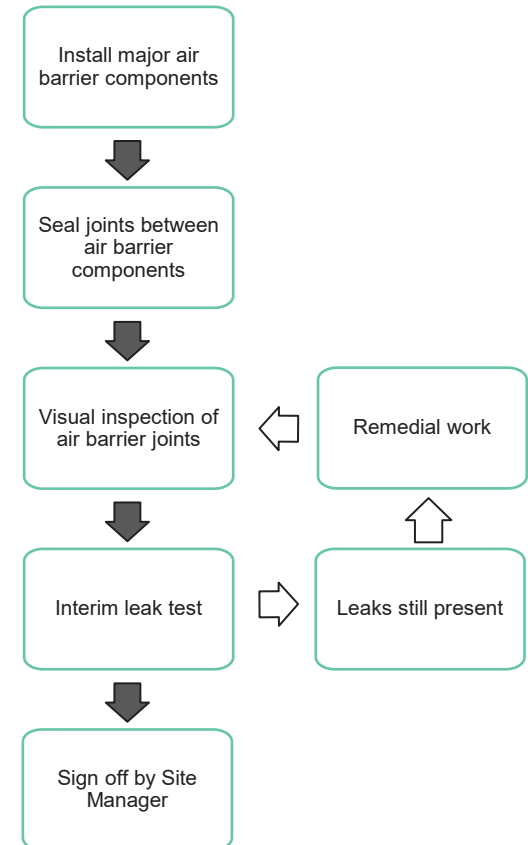
It is possible to robustly manage the risk of achieving the airtightness requirement on site. The contractor should take responsibility for delivering the airtightness and propose a robust strategy. A programme including interim leak tests, proposed materials and proposed responsibility will be required as a minimum. Early testing gives reassurance that the quality of construction is on course to meet the target, and allows any quality issues to be easily and cost effectively found and rectified. Leaving these issues to the end of the project is a far more risky and potentially costly approach and may lead to failing to meet the airtightness target.

## The importance of interim leak testing

A phased leak testing strategy is recommended. Each dwelling should be tested for air leaks before the air barrier is covered or closed up.

- ✓ All air barrier parts should be installed and open to visual inspection.
- ✓ Using a blower door fan to negatively pressure areas undergoing internal investigation or positively pressurise areas for external investigation.
- ✓ Carrying out investigation on the air barrier side of the construction (internal for most of the building.)
- ✓ Using thermographic camera equipment, smoke pens, or feeling the joints to identify any air leaks.
- ✓ Remedying any leaks.

A section should be deemed to pass the leakage test when no leaks in the external fabric can be detected with reasonable effort



Recommended airtightness process: visual inspection, leak finding and interim air testing are all required before the final air test

Note that the [Future Homes and Buildings Standards consultation](#) proposes ways to improve performance testing of new homes, recognising that poor build quality can significantly affect the energy performance of new homes.

# Commissioning of heat pumps and MVHR systems



## Heat pumps

The commissioning of a heat pump is very similar to the commissioning of a boiler:

- Ensure the system is watertight – complete a standard test, first with pressurised air, then with water.
- Ensure the fuel source is safe – in this case check the electrical test certificate is in place.
- Ensure the unit is functioning correctly – check the flow volume and temperature (ideally at varying external air temperatures)
- Ensure the water pressure is inline with manufacturers recommendations.
- Ensure the user is trained – make sure any alarms are being generated correctly and that the user understands what protocols to follow for each alarm option.

## MVHR systems

The following items should be checked on MVHR units:

- Check filters are clean.
- Inspect ductwork for any air leaks and seal where appropriate.
- Check that the ductwork is clean at the terminals.
- Set the fan speed and balance the supply and extract flow rates.
- Ensure the supply and extract rates to each grille are operating at the design air flow.
- If there is a boost function make sure that this works correctly.
- Ensure the user understands how to use and maintain the MVHR.



**Examples of Passivhaus certified MVHR units.**

*(Sources: Paul Heat Recovery, Zehnder, Brink Climate Systems, Vallox, Airflow Developments)*



# The importance of maintenance – Keep operating at Net Zero carbon



In order for a building to operate at Net Zero it needs to be maintained properly, particularly in the following areas:

## MVHR

MVHR needs to be installed in an accessible location as filters need to be cleaned/changed every 3-6 months so that it operates efficiently.

## Heat Pumps

Immersion heater should only be used as a back-up to heat the water in the hot water store and only manually switched on if the heat pump is not working. If the Immersion heater is an automatic back-up (might be the case for Exhaust air heat pump) – use of this Immersion heater should be closely monitored to make sure that it is not turned on more than it should be.

## Airtightness layer

There is a continuous airtightness barrier around the building. It is important that this barrier is not broken, otherwise the airtightness of the building will get worse. Key watchpoints:

- Drilling into the wall – know where the airtightness layer in the building avoid damaging it by drilling through / perforating it.
- New penetrations for equipment such as washing machines, should be installed with airtightness grommets so that the water pipes do not increase the air permeability.

## Solar PV

Every few months check the generation meter to make sure that the panels are generating electricity and there is no fault. It is also important to clean the Solar PV panels every year, to make sure that they are operating as efficiently as they can.



Dirty filter

Clean filter



MVHR filters are easy to remove and clean, clean filters improve energy efficiency. (Sources: Vent Axia, Nuair.)



Airtightness grommets need to be used so that service penetrations do not increase air permeability (Source: Pro Clima)



PV panels need to be cleaned at least once per year. (Sources: EasyAcc, Amethyst Cleaning)

## Building performance delivery schemes



This page summarises several operational energy standards which would help achieve the levels of energy efficiency and construction quality required to deliver Net Zero carbon buildings.

### New build standards

[Passivhaus Classic, Plus and Premium](#) - These schemes are facilitated by a designer and third-party certifier to ensure the design and construction achieve best practice levels of energy efficiency and renewable energy generation (for Plus and Premium).

[PHI low energy building standard](#) - Similar to Passivhaus, this standard has slightly reduced energy efficiency targets.

[BREEAM and Home Quality Mark standards](#) – These schemes provide assessment methodologies to minimise carbon emissions in new development, refurbishment and operation of assets.

### Retrofit standards

[EnerPHit](#) – Similar to Passivhaus, this scheme helps deliver exceptional levels of energy efficiency through deep retrofit and refurbishment.

[AECB Low Energy Retrofit Standard](#) – This standard is primarily focused on improving the building fabric but low carbon heat also needs to be considered.

[Energiesprong](#) – A model for retrofitting several homes at once. The up front costs of this scheme are financed through a payback based on savings to the tenants bills and an additional ‘comfort charge’.

[PAS 2035](#) – This code of practice published in 2019 seeks to provide quality assurance for retrofit. It focuses on the process, not the target(s). The updated PAS 2035/2030:2023 standards were published in September 2023. The 2019 standards will be withdrawn in March 2025.

### New build standards



### Retrofit standards



**Standards summarised on this page help achieve the space heating and energy consumption levels of performance required to achieve net zero carbon buildings.**

Some standards also address low carbon heat and renewable energy generation but they focus primarily on energy efficiency. Embodied carbon is not addressed by the above schemes (except through achieving credits for BREEAM ratings) and would require separate consideration.



## When you need Building Regulations approval

Most building work (whether refurbishment, retrofit or new build) will need Building Regulations approval. Building Regulations is mostly concerned with ensuring homes are safe to live in.

In most cases your builder or tradesperson will be responsible for ensuring building regulations approval is obtained. However, you should check this at the beginning and be clear who is liaising with the building control body. The ultimate responsibility lies with the building owner, and fines may be issued where approval is not obtained.

You will need to use a building control body to check and approve work before, during and after construction. This can be through a local authority building control service (LABC) such as [Runnymede's Building Control team](#), or through a private approved inspector. In some cases tradespeople can self-certify, if they are registered with a competent persons scheme.

## When you need planning permission

Some works will be considered “Permitted Development” and as such do not require a planning application. However, if you are altering the appearance or function of your building or site you may need to apply for planning permission from your local authority. Amongst other things, this tends to be required if you want to:

- build a new home;
- build an extension above a certain size;
- change the use of an existing building for residential use.

The [Runnymede 2030 Local Plan](#) contains planning policies which set out various requirements, including policy SD8 which requires new development to apply the energy hierarchy. Whilst the Council does not have planning policies which explicitly require zero carbon buildings at present, this toolkit is a useful resource for those who want to deliver more ambitious development proposals in responding to the climate emergency.

## Sources of information

The [Planning Portal](#) website and [Runnymede's planning and building control](#) websites are both excellent sources of information on planning permission and Building Regulations approval.

	Building Regulations approval	Planning permission
<b>Objective:</b>	To ensure the safety and health of people in or about those buildings.	To control the impact the development will have on the general environment.
<b>Concerned with:</b>	<ul style="list-style-type: none"> <li>• Structure</li> <li>• Fire safety</li> <li>• Electrical safety</li> <li>• Access</li> <li>• Ventilation</li> <li>• Energy efficiency</li> <li>• EV charging points</li> </ul>	<ul style="list-style-type: none"> <li>• Appearance</li> <li>• Impact on neighbouring properties</li> <li>• Landscaping</li> <li>• Highways access</li> <li>• Sustainability, including energy performance</li> </ul>
<b>Through:</b>	<ul style="list-style-type: none"> <li>• A building control body (through local authority or privately).</li> <li>• Competent persons scheme for some small works (e.g. repairs, replacement or maintenance).</li> </ul>	<ul style="list-style-type: none"> <li>• Local Authority planning department.</li> </ul>
<b>Find out more:</b>	<ul style="list-style-type: none"> <li>• <a href="#">Planning Portal</a></li> <li>• <a href="#">Local Authority Building Control</a></li> <li>• <a href="#">Runnymede Building Control</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Planning Portal</a></li> <li>• <a href="#">Runnymede Borough Council planning pages</a></li> </ul>

- Always check with your local authority whether you need either planning permission and/or building regulations approval.
- Are your tradespeople registered with the competent persons scheme?
- Check “right to light” laws when building, which are not included in the planning permission process, but a legal right of neighbouring properties.



## The industry is on a path to Net Zero carbon

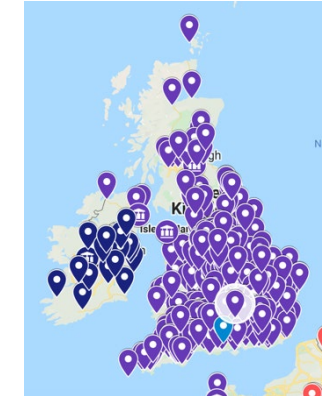
We are in a climate emergency and it is important that we communicate this effectively to customers and clients to ensure immediate action is taken to meet our Net Zero carbon target. In 2019, the UK Government amended the Climate Change Act to adopt the recommendations of the Committee on Climate Change and adopted a target for achieving net zero emissions by 2050. Delivering Net Zero carbon homes is an attainable target which can be achieved today and in recent years this has been clearly mapped out.

## The future of housing

The Committee on Climate Change (CCC) report '[UK housing – fit for the future?](#)' highlights the need to build new buildings with 'ultra low' levels of energy use. It makes a specific reference to space heating demand and recommends a maximum of 15-20 kWh/m<sup>2</sup>.yr for new dwellings. Currently new domestic buildings can have a heating demand ranging anywhere from 40-120 kWh/m<sup>2</sup>.yr. Buildings provide a significant opportunity for reducing emissions without impacting the quality of experience for those that use them. Targeting good practice design, such as Passivhaus for new homes, and a well considered retrofit strategy will also ensure high construction quality and minimise defects on site.

## Affordable and clean energy for residents

The transition to Net Zero carbon housing will also improve energy bills for residents, as well as local air quality. Moving away from fossil fuels and switching to low carbon heating is a necessary part of achieving Net Zero carbon.



The UK Government has committed to Net Zero emissions by 2050. Many regions and organisations are being put under pressure to improve on this. Over 1400 local jurisdictions, including Runcyeme Borough Council, have declared a climate emergency.



Public support in Runcyeme for a stronger response to the impacts of climate change was evidenced in the Council's recent climate change survey, and through the growth of local groups such as eco-churches and community gardens working towards achieving net zero carbon (Sources: BuiltID Residents Survey Results, and St Johns Eco-Church)



# Appendix One: Checklist for new build - design and construction

# What to do when? Checklist for design and construction



RIBA Stage 2 - Concept Design		✓
Optimise building orientation to balance solar gain and increase south facing roof area. Design roof to maximise density of renewables.		
Calculate and report the building form factor for design options.		
Arrange embodied carbon workshops with design team to target lean design principles and reduce big tickets items e.g. structure.		
Identify design team members to carry out embodied carbon assessment. Carry out multiple embodied carbon calculations of key elements to demonstrate low carbon design choices.		
Mark-up insulation line on all plans and sections. Mark unheated external areas on plans.		
Allow sufficient wall construction thickness for all insulated walls, roofs and floors.		
Mark window openings for providing natural ventilation for summer comfort.		
Identify a location for the MVHR next to an external wall.		
Carry out preliminary overheating risk assessment using the Good Homes Alliance overheating checklist.		
Carry out initial PHPP model.		
For projects using Passivhaus certification this is a good time to consider an appointment.		

MVHR: Mechanical Ventilation with Heat Recovery

PHPP: Passivhaus Planning Package

***This design checklist provides a list of key actions that should be carried out at each work stage to meet the KPI targets for new homes.***

*This should be shared with the design team to check off after each stage is complete.*

RIBA Stage 3 - Spatial Coordination		✓
Review mark-up of insulation line on all plans and sections and carry out initial U-value calculations.		
Carry out heating options appraisal including a low carbon option.		
Hold a thermal bridge workshop. Include the structural engineer for review of columns, masonry support etc.		
Provide MVHR layout including duct distribution and measurement of intake and exhaust duct lengths to external walls for sample dwellings.		
Carry out full embodied carbon assessment of whole building and compare against embodied carbon target. Implement reductions where necessary.		
MEP consultant to review embodied carbon impact of services and reduce the amount of kit where possible. Use CIBSE TM65 embodied carbon in building services to assess impact.		
Carry out PHPP modelling alongside SAP calculations. List all model assumptions including U-values, thermal bridges and system specifications etc.		
Carry out overheating assessment and eliminate overheating through passive strategies where possible (TM59). Ensure all element assumptions match PHPP and SAP models.		
Calculate electricity generation intensity of PV arrays and review against KPI.		
Define airtightness strategy and identify airtightness line on plans and sections.		
Measure heating and hot water pipe lengths for sample dwellings. Minimise distribution or standing losses.		
Demonstrate distribution losses have been calculated and reduced.		
Prepare RIBA Stage 3 report and include predicted operational cost to tenant.		



# What to do when? Checklist for design and construction

<b>RIBA Stage 3+ - Early Technical Design (and tender)</b>		✓
	Detail build-ups of all external elements including thickness and conductivity of all materials.	
	Detailed U-value calculations (including masonry support system, etc.).	
	Identification of all thermal bridge junction types (e.g. parapet A, parapet B).	
	Thermal bridge calculations for a selection of the most important junctions.	
	Definition of airtightness testing requirements for contractor.	
	Include requirements for Environmental Product Declarations (EPD) in the tender. Make EPDs obligatory for structural materials, primary façade and any other major materials.	
	Include KPI requirements in the tender.	
	Agree scope of Post-Occupancy Evaluation in tender. Identify level of participation from contractor and design team.	
<b>RIBA Stage 4 - Technical Design (in addition to Stage 3+)</b>		✓
	Develop junction details for window and doors.	
	Review airtightness line on each drawing and identification of airtightness requirements for service penetrations.	
	Carry out a thermal bridge workshop to review thermal bridge lengths and calculate Psi-values for all junctions.	
	Review MVHR layout including duct distribution and measurement of length of intake and exhaust ducts for all homes.	
	Measure heating and hot water pipe lengths for all communal areas and homes.	
	Carry out embodied carbon assessment of whole building using accurate Bills of Quantities.	
	Specify high performing PV panels.	

<b>RIBA Stage 5 - Manufacturing and Construction</b>		✓
	Run an introduction to ultra-low energy construction workshop on-site.	
	Encourage site manager and team training on construction quality requirements covering insulation and airtightness.	
	Prepare toolbox talk information for site team inductions on low energy construction quality.	
	Review alternative materials or products proposed by the contractor. Ensure substitutions do not compromise the thermal performance or embodied carbon target.	
	Carry out regular construction quality assurance site visits and reports (depending on the size of the scheme – at least six) in tandem with regular visits.	
	Develop site quality tracker, assess against KPIs and update regularly.	
	Require leak finding airtightness tests at first fix and second airtightness test pre-completion.	
	Witness commissioning of MVHR systems and heating system.	
	Carry out predicted in-use energy model of each building leading to the final 'as built' PHPP model.	
	Consider recalculating embodied carbon using 'as built' information.	
<b>RIBA Stage 6 - Handover</b>		✓
	Provide building and operational information to residents in the form of site inductions and simple building user guides and instructions (e.g. sticker on MVHR for filter replacement).	
	Consider embodied carbon as part of the replacement and maintenance strategy and include in the O&M manual.	
	Carry out post-occupancy evaluation during first 5 years of use and verify KPIs have been met.	
	Lessons learnt project review with design team.	
	Publicly report KPIs.	



## Appendix Two: Changes from the original Toolkit





# Changes from the original Toolkit

In line with the terms of the Creative Commons Licence the table below sets out how we have amended the original Toolkit produced by Levitt Bernstein, Elementa, Passivhaus Trust and Etude on behalf of West Oxfordshire, Cotswold and Forest of Dean District Councils. For the avoidance of doubt, these changes are not endorsed in any way by the licensor.

In most cases, changes have been made in order to make the Toolkit more relevant to Runnymede as a place, provide locally and Council specific information, link to other relevant information or to align with our branding. In others, changes have been made to clarify points and bring information up-to-date.

Page	Change made from original version of the Toolkit
Front cover	Replaced original Council's logos with RBC Council logo. Amended text re CC Licence to clarify this is an adapted version of the original Toolkit.
Throughout	Changed font to Arial pt.11 for majority of text – associated formatting, text and image location changes in order to accommodate on pages. Added alternative text to images, and locally-specific images where appropriate.
2	Clarified that this is an adaptation of the original Net Zero Carbon Toolkit on the same CC Licence. Attribute original authors, provide link to original version, provide link to CC Licence. Clarified that original authors/licensors do not endorse changes made to the original.
3	Updated page numbers and added appendix to contents.
5	Replaced foreword and commitment with RBC text and images, including acknowledgement of original authors.
6	Adapted text to refer to RBC-specific documents and context.
8	Inserted relevant text and hyperlink regarding the Government's proposed Future Homes and Buildings Standard.
9	Inserted relevant text and hyperlink regarding the Government's proposed Future Homes Standard.
10	Amended text to refer to Government commitments about grid electricity and the importance of energy efficiency, conservation and flexibility of use as a starting point.
13	Updated page numbers.
14	Updated references and charts with latest available statistics on UK emissions by sector.
15	Amended text to refer to considering certification by a recognised quality regime, and clarifying that Passivhaus is just one, best practice option being suggested, but others do exist.
17	Added reference to wider context, the Council's Design SPD, and policy SD7 of the Runnymede 2030 Local Plan.

## Changes from the original Toolkit



Page	Change made from original version of the Toolkit
18	Added reference to wider context and the Council's Design SPD. Replaced reference to BEPIT with the Home Quality Mark.
19	Updated reference the latest air permeability standards specified in 2021 Part L.
20	Added reference to Part F of the Building Regulations regarding design and installation of ventilation units, to ensure good quality.
23	Clarified that communal heating can be very inefficient systems for buildings with high performing fabric.
24	Clarified that communal heating can be very inefficient systems for buildings with high performing fabric.
25	Added reference to 2030 Local Plan requirements in policy SD7, and to Part G of the Building Regulations.
26	Added reference to the energy crisis. Updated tariff and cost figures.
27	Added reference to communal ownership models. Updated tariff and cost figures.
29	Inserted new page on 'Gigabit capable digital connectivity' including reference to new Building Regulations Part R.
30	Added reference to seasonal shading from trees as an example of a passive measure, and reference to free calculation tools.
32	Clarified that diagrams and KPIs relate to a small block of flats rather than terraced house.
35	Added reference to RBC planning documents, including the Design SPD and Green and Blue Infrastructure SPD.
36	Added reference to LTN 1/20, Surrey County Council (SCC) Healthy Streets Design Code, RBC Parking Guidance SPD, Part S and Part G of the Building Regulations, full-fibre connectivity, SCC SuDs and Health Impact Assessment guidance.
40	Updated page numbers.
41	Added text to provide some context on EPC ratings in Runnymede and to highlight potential impact of energy and cost of living crises on fuel poverty levels.
42	Added link to the LETI Retrofit Guide.
44	Added reference to the Future Homes and Buildings Standards consultation, which indicates a preference for heat pumps.
45	Added reference to fuel poverty in list of other factors influencing prioritisation.
48	Added reference to fact that heritage buildings may be less likely to reach the same target KPIs. Added reference to discussing alterations to or affecting heritage assets with RBC's Development Management Team.
62	Inserted new page on Gigabit capable digital connectivity.
65	Clarified that figures relate to retrofit of a terrace house not new build.
66	Added reference to discussing alterations to or affecting heritage assets with Development Management Team.



Page	Change made from original version of the Toolkit
70	Added reference to other factors which will influence the window types used in relation to heritage settings and visual impact. Added reference to Approved Document L and a prompt to go beyond minimum standards in Building Regulations.
71	Added reference to other factors which will influence the door types used in relation to heritage settings and visual impact.
74	Reminded readers that planning conditions can be attached to permissions to ensure noise impacts generated by energy efficiency technologies are made acceptable.
77	Added reminder about planning conditions are noise impacts. Replaced text in images to be more legible. Replaced reference to Renewable Heat Incentive with Boiler Upgrade Scheme.
78	Replaced references to Renewable Heat Incentive with Boiler Upgrade Scheme.
79	Amended the energy label image to reflect latest label graphics.
82	Added reference to LETI's latest Operational Modelling Guide (April 2023) and emerging template.
84	Added text referring to intentions that the Future Homes and Buildings Standards be improved to ensure the delivery of better build quality.
86	Moved maintenance page from later in the original Toolkit to flow better.
87	Added reference to BREEAM and Home Quality Mark new build standards and added logo. Confirmed that updated PAS standards have recently been introduced. Confirmed that BREEAM standards address embodied carbon issues.
88	Added reference to Runnymede's Building Control service, local LPAs and RBC documentation. Emphasised how following advice in the Toolkit enables proposals to better respond to the climate emergency. Added EV charging points as an issue Building Regulations now addresses. Added sustainability, including energy performance, as a factor which planning permission is concerned with.
89	Added link to CCC document, reference to RBC having declared a climate emergency, and replaced national images with local images demonstrating support for climate change action.
93-96	Added Appendix containing these changes for transparency.

## Appendix 2 – Equalities Impact Assessment Screening for the Net Zero Carbon Toolkit

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

POLICY/FUNCTION/ACTIVITY	LEAD OFFICER
Runnymede Net Zero Carbon Toolkit	Stephanie Broadley

**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?**

The aim of the Runnymede Net Zero Carbon Toolkit is to set out best practice approaches in designing, specifying, constructing and fitting out a ‘net zero in operation’ new build housing or retrofit project. In driving the delivery of net zero homes, the Toolkit aims to reduce carbon emissions in the Borough generated by homes, improve air quality (as a net zero carbon home does not use any fossil fuels on-site), and also bring about financial and health co-benefits such as reduced energy bills, and more comfortable homes in extreme heat.

The Toolkit, once adopted, will not set new policy or replace existing policy. The guidance sets out aspirational net zero carbon standards and helps developers, architects and homeowners understand whether development proposals are being ambitious enough in responding to the climate emergency. The Toolkit is therefore a communication tool, rather than a planning or corporate policy position. To ensure it works as intended, the Toolkit will be promoted through a variety of means, such as on the Council’s website and social media channels, and through relevant events taking place with the local development community.

The Toolkit is designed to help the wider community - property developers, agents, landowners, design consultants, Councillors, neighbourhood groups and new and existing residents (as homeowners), by providing clarity on how to achieve net zero carbon standards. However, as a guide only, its readers are not obliged to undertake the processes suggested by the Toolkit; and the document in itself will not carry material weight in planning decision-making as it goes over and above the requirements of the 2030 Local Plan. Whilst the Toolkit aims to bring about positive behaviour change, its use is voluntary. However, if new development applies the principles of the Toolkit to bring about climate change benefits, these benefits are weighed in the balance alongside other issues in planning application decision-making.

**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 based on 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.**

By encouraging and facilitating the incorporation of energy efficiency measures and the appropriate use of renewable technologies in existing and new homes, the Toolkit will support the reduction of carbon emissions and support the Borough's response to the climate emergency, which, overall, will be of benefit to all groups.

The Toolkit is not expected to create any barriers to participation for people in protected characteristic groups of race, religion, sexual orientation, marriage and civil partnership, gender reassignment, pregnancy and maternity, and therefore it is not considered that it will cause a negative impact or discriminate these groups.

However, the Toolkit does relate to an area in which there are known inequalities and where different groups have different experiences. Data and evidence from the Office for National Statistics and National Energy Action<sup>1</sup> indicate that the homes that are least energy efficient in England are more likely to be occupied by older people, including those with disabilities, and those on lower incomes. An increasingly high proportion of older households and those with a disability are being affected by fuel poverty.

It is important that the Council helps ensure that its residents' homes remain safe and warm into the future, particularly in view of the Borough's ageing population. There are opportunities for the Toolkit to be used by both the Council and private developers in promoting equality for older and disabled people, by using its principles in development schemes to deliver warm, energy efficient, well-adapted homes – potentially for both the Council housing stock and privately-owned homes. The Council can also use the principles of the Toolkit to offer trusted advice and support to help the Borough's older and disabled residents, and or, groups who represent them, to make their homes warmer and safer.

Use of the Toolkit therefore provides an opportunity to promote greater equality for those in the protected characteristic groups of age and disability. By installing energy efficient measures and renewable technologies, the Toolkit also has the potential to support residents with rising fuel costs by driving down energy bills. Budget allowing, the Toolkit will be promoted through the Borough's Community Life magazine, and officers will also request that the Toolkit be promoted through local Resident Association publications, to improve outreach to older households. There is also the opportunity for officers to attend local community events to raise awareness of the Toolkit amongst the older generation.

Whilst the Toolkit is guidance only and there is no obligation to implement its principles, the Council recognises that at the current time there is a 2-6% cost premium for delivering a net zero carbon home compared to a minimum Building Regulations standard equivalent. This is, however, balanced against the potential for lower fuel bills over time. By investing in net zero standards, there are significant opportunities to drive down costs of running a home over time e.g. a 35-40% reduction in residents' energy bills when compared to a Building Regulations compliant home.

Whilst socio-economic factors are not a protected characteristic, advice has been included in

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<sup>1</sup> Summarised by the Centre for Ageing Better at: [A crisis of cold homes: Our housing stock is alarmingly inefficient | Centre for Ageing Better \(ageing-better.org.uk\)](#)

the Toolkit identifying sources of funding and local initiatives which can help those on lower incomes to invest in energy efficiency measures.

The Toolkit also attempts to make information on net zero carbon issues more accessible and engaging for all groups. The Toolkit has been written in a style that is easy to read and navigate. The document will be made available on the Council's website, but in recognition that not all people with protected characteristics – such as older people – will be able to access the Toolkit online, it is proposed that hard copies of the Toolkit be made available in local libraries and on request from the Climate Change team. Text has also been added to the Toolkit to make it clear that copies in large print, other formats or languages can be obtained via the Climate Change team on request.

**If the policy, function or activity is 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 it is considered that there is an impact on any Protected Characteristics but 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.**

Overall, once adopted, the Net Zero Carbon Toolkit will be of benefit to all members of the community who live in the Borough by encouraging the delivery of energy efficient, warm and well-adapted homes.

The Runnymede Net Zero Carbon Toolkit sets out the Council's aspirations in respect of net zero carbon standards associated with new development and retrofit projects. Poor energy efficiency and high fuel bills are increasingly being experienced by older households, including those with disabilities. The Toolkit will help bring about positive outcomes for these groups if its principles are implemented by older householders in retrofit projects; and if new-build homes applying the principles are subsequently occupied by older households. The activities proposed to promote the Toolkit include those designed to improve outreach to older households, and those with disabilities.

To help mitigate impacts on those who would find it difficult to afford the measures identified in the Toolkit, advice has been included in the Toolkit highlighting where to source grant funding, such as the UK Boiler Upgrade Scheme.

Text has also been included in the Toolkit, and will be highlighted on the website, identifying the availability of hard-copy documents, and copies in large print, other formats or languages, to improve accessibility to the document by those of a protected characteristic group such as older people, or people of a different race.

The Climate Change team will seek feedback on the use of the Toolkit after it is adopted and

promoted, which may reveal any positive or negative impacts that exist and will assist officers in providing measures that seek to mitigate any negative impacts on any of the protected characteristics.

For the reasons set out in this screening, it is considered that a full EqIA is not required.

**Date completed: 24/02/2024 by Stephanie Broadley**

**Sign-off by senior manager: Georgina Pacey 28/02/2024**

<b>Report title</b>	<b>Climate Change Communications Plan 2024/25</b>
<b>Report author</b>	Daniel Callaghan, Graduate Climate Change & Sustainability Officer
<b>Department</b>	Planning, Economy & Built Environment
<b>Exempt?</b>	No

**Purpose of report:**

To resolve

**Synopsis of report:**

This report details the contents of the proposed Climate Change Communications Plan for the 2024-25 financial year. The Plan, which can be viewed at Appendix A of the report, outlines how Runnymede Borough Council will engage and communicate with relevant partners and communities to encourage positive behavioural changes in response to climate change. The Plan identifies anti-idling and food waste as the focus of campaigns for the coming financial year, which have been selected based on feedback received from Members following two presentations at the Climate Change Members Working Party. The Plan sets out the overarching strategy, audience, planned objectives, and timelines for each campaign.

This report seeks Committee approval of the proposed Climate Change Communications Plan 2024-25 for Runnymede Borough Council so that officers can begin implementation aligned to the timelines set out in the report from 1 April 2024.

**Recommendation(s):**

That the Corporate Management Committee:

1. **APPROVES** the proposed Climate Change Communications Plan 2024-25 at Appendix A with implementation commencing on Monday 1 April 2024.

**1. Context and background of report**

- 1.1 The Corporate Business Plan 2022-2026 sets out how the Council will play a key role in creating a greener environment and ensuring an effective response to climate change. The Climate Change Strategy 2022-2030, adopted in October 2022, describes how the Council will approach this and sets out Runnymede’s 2030 climate vision: how the Council intends that all its operations will be carbon ‘net zero’ by 2030. The Strategy also sets out how the Council will work with local community groups and a range of other stakeholders to reach net zero carbon emissions across the wider borough by 2050, in line with national targets.
- 1.2 At Full Council on 7 December 2023, Runnymede Borough Council resolved to declare a climate emergency. In declaring a climate emergency, the Council will use its reasonable endeavours to continue its work to meet the Council’s target of net zero operational



emissions by 2030, and to use its sphere of influence to support the Borough and its communities to achieve the 2050 national net zero target for the UK.

- 1.3 To support the Council's net zero targets, a Climate Change Action Plan has also been prepared and was subsequently adopted by the Council on 29<sup>th</sup> February 2024. Action ID 8.2 states that the Council will "Work with our partners and communities to encourage positive behavioural changes, supported by annual communications plans, which co-ordinate priorities and campaigns".
- 1.4 The Climate Change Communications Plan 2024-25 has been developed based on resident feedback to members and officers directly during general engagement and by using evidence from the climate change summer of engagement outcomes, internal discussion with relevant service areas, external discussion with relevant organisations, suitable literature, and feedback from Members following presentations at the Climate Change Working Party in November and January. This information has been utilised by officers to steer the campaign focus areas and develop the engagement approaches in the Plan.
- 1.5 The proposed anti-idling campaign aligns with Action ID 3.9 in the Climate Change Action Plan which states the Council will "Publicise and share information about cycling, walking, and sustainable transport initiatives". Idling, defined for the purpose of this report as leaving engines running while stationary for longer than a minute, can be a notable source of localised air pollution. This has the consequence of not only increasing greenhouse gas emissions when compared to turning off an engine, but also can contribute to public health issues such as lung disease and reduced lung capacity within children. Avoiding idling behaviour also has the potential to save money for drivers, and therefore enables messaging to target multiple co-benefits of reducing this behaviour.
- 1.6 The proposed food waste campaign aligns with Action ID 4.6 in the Climate Change Action Plan which states that the Council will "Engage and collaborate with partners to facilitate behaviour change in Runnymede's local communities, adopting more sustainable and resilient waste practices". According to the Love Food, Hate Waste campaign, 18 million tonnes of carbon dioxide are generated by UK homes from wasted consumable food and drink, and eight meals could be saved each week per household if we stopped binning our food at home. Reducing food waste therefore presents both environmental and financial benefits, while recycling food in Surrey creates bio-fertiliser and biogas which is used to generate electricity, heat, and transport fuel according to the Surrey Environment Partnership. There is an ongoing food waste project to introduce more food waste bins and toolbox talks to Council housing stock and communal properties, which achievement of the planned objectives of the Communications Plan may support.
- 1.7 It should be noted that the Climate Change Communications Plan 2024-25 provides a high-level strategy for implementing the anti-idling and food waste campaigns. This breadth is necessary in allowing officers to adopt an evidence-based approach to development of more detailed campaign resources and appropriate engagement methods with key implementing partners and engaged groups.

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

- 2.1 The main purpose of the Climate Change Communications Plan 2024-25 is to support positive behavioural changes related to climate change and sustainability in Runnymede. The Council has a key role to play in using its sphere of influence to encourage more sustainable behaviours across Runnymede with residents, local groups, and organisations. Communication is a central element of changing behaviours, by giving accurate, frequent, and up to date information as reflected in the COM-B model of behaviour change. This

model, the Council's role, and the contribution of communications in encouraging behaviour change is outlined in Section 1 of the Plan which can be viewed at Appendix A.

- 2.2 When considering the individual campaigns in more detail, the Anti-Idling campaign will progress through two streams: in schools and at level crossings. The Plan recognises that these are areas where idling is either likely to be particularly prevalent due to long waiting times, or where individuals may be particularly affected by the impacts of idling behaviour. These campaigns are outlined from Section 2 to Section 4 of the Plan.
- 2.3 The Anti-Idling Schools campaign will focus on junior schools in Runnymede, recognising that this age group is more likely to be dropped off and collected by car than travelling independently. The planned objectives of this campaign are:
- To engage junior schools in Runnymede on the issue of idling behaviour;
  - To run interactive education assemblies on idling behaviour and its impacts on the environment and public health;
  - To provide schools and students with educational and information resources related to idling which can then be promoted by schools and partners through their own channels (e.g., social media, newsletters, parent emails);
  - To have anti-idling included in all school safer travel plans of engaged schools; and,
  - To support schools, as appropriate, in any further actions or monitoring they wish to undertake related to anti-idling behaviour.
- 2.4 To achieve these objectives, the Council will work closely, and on an ongoing basis with schools Senior Leadership Teams and Surrey County Council's Safer Travel Team. The campaign will be implemented across the 2024-25 financial year, with Q1 (April-June) focussed on schools' outreach and resource development, Q2 (July-September) on delivery of assemblies in schools, targeting September when returning from the summer holidays in most cases. The remainder of the campaign (October-March) will focus on supporting and empowering schools to continue their work to reduce idling behaviour into the future.
- 2.5 The Anti-Idling Level Crossings' campaigns will focus on three level crossings in Runnymede borough: Station Road in Addlestone, Station Road in Egham, and Guildford Road in Chertsey. The planned objectives of this campaign are:
- To develop anti-idling behavioural change messaging based on best practice examples;
  - To identify new locations for anti-idling signage, working with relevant partners;
  - To replace current signage with larger, striking, and eye-catching signage and implement signage into newly identified locations, working with relevant partners;
  - To work with Surrey County Council and Network Rail as key campaign partners with the aim of encouraging them to promote the campaign through their own channels; and,
  - To launch an anti-idling pledge platform for drivers pledging not to idle, aiming for at least 100 sign-ups and providing pledged drivers with promotional materials e.g., car stickers.
- 2.6 To achieve these objectives, the Council will work closely with Surrey County Council and Network Rail as key implementation partners in the development of a six-week public campaign alongside implementation of anti-idling infrastructure and messaging at level crossings. The campaign will be implemented across the 2024-25 financial year, with Q1 focussed on working with partners to identify existing signage and sites for additional signage, Q2 on the development of campaign resources and pledge platform, Q3 on

launching the anti-idling campaign with key partners, and Q4 on a review of campaign outcomes.

2.7 Section 5 acknowledges the importance of engaging internally on anti-idling with Council drivers (staff, elected Members and fleet operators) which will be developed with relevant service areas throughout the year.

2.8 The Food Waste campaign will focus borough wide targeting all residents that can recycle food waste, and is outlined in Section 6 of Appendix A. The campaign will focus both on reducing food waste and encouraging residents to recycle any food waste that is produced, in close partnership with the Surrey Environment Partnership (SEP). The planned objectives of this campaign are:

- To run a targeted residents survey to better understand current food waste behaviours and barriers to reducing/recycling food waste;
- To identify food waste behaviours in Runnymede which could inform food waste campaigns using SEP data, alongside any obtained survey data;
- To use learnings to create campaign resources which raise awareness of the importance of reducing and recycling of food waste;
- To use learnings to create campaign resources which demonstrate to campaign recipients how to reduce and recycle food waste (e.g., recipes, instructional videos, where waste goes); and,
- To partner and work closely with SEP on food waste campaigns.

2.9 To achieve these objectives, the Council will produce data-informed six-week campaigns on reducing food waste and recycling food waste, and how this can be done. Officers will seek opportunities to include lesser utilized messaging in these campaigns which reduce waste more holistically in the food supply chain, such as a focus on local food growing, and link these with other ongoing Council initiatives. SEP will be a close partner throughout this campaign to ensure all efforts are coordinated toward a common goal, and to avoid any work duplication or confusion among residents. The campaign will be implemented across the 2024-25 financial year, with Q1 focussed on exploring the feasibility of running a targeted resident survey on food waste and reviewing SEP data, Q2 on developing campaign materials and launch of first campaign (subject to review with SEP), Q3 on evaluating the first campaign and launching the second campaign, and Q4 on evaluating the second campaign.

2.10 Section 7 focusses on campaign monitoring and recognises the challenges with monitoring the success of environmental communications campaigns, including the difficulty establishing causal relationships between providing information and behaviour change. These are recognised by officers and are reflected in the planned objectives approaches and wording with focus on campaign delivery and specific, measurable outcomes where possible. Officers will also explore opportunities, in collaboration with partners and independently, to monitor the success of campaigns using existing methods and new approaches where feasible.

### **3. Policy framework implications**

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

- 3.2 In June 2019, Parliament passed The Climate Change Act 2008 (2050 Target Amendment) Order 2019, which requires the Government to reduce the UK's net emissions of greenhouse gases by 100 per cent relative to 1990 levels by 2050.
- 3.3 In October 2022, the Council adopted its Climate Change Strategy which reconfirms the Council's commitment to acting on climate change. This strategy acknowledges the relevance of the national 2050 net zero target for the wider Borough of Runnymede and includes the strategic objective that the Council will "positively engage with residents, businesses, community groups, national and local government and universities to share information and encourage positive behavioural change to adapt to or mitigate climate change".
- 3.4 In December 2023, the Council resolved to declare a climate emergency, recognising that the consequences of global temperatures rising above 1.5 degree Celsius are so severe that preventing this from happening must be humanity's priority. As such, the Council committed to using its reasonable endeavours to continue its work to meet the Council's target of net zero operational emissions by 2030, and to use its sphere of influence to support the Borough and its communities to achieve the 2050 national net zero target for the UK.

#### **4 Resource implications/Value for Money**

- 4.1 Production of the Climate Change Communications Plan 2024-25 has taken place in-house, as will the production of communications materials for individual campaigns in collaboration with relevant partners. Implementing the Plan will require combined resources from the Climate Change and Communications teams working closely with partners and organisations operating across the borough, including those with responsibility for specific functions, such as Surrey County Council for highways and Network Rail for level crossings.
- 4.2 Within the Climate Change budget, there is £1500 available for the FY 2024-25 to support implementation of the Communications Plan. While this is a modest budget for a communications campaign, officers have considered methods by which the communications plan can be implemented in a cost-effective manner that makes the best use of this budget. However, it is difficult to establish the specific costs of each campaign until implementation begins. Therefore, should additional monies be required for the implementation of the Climate Change Communications Plan 2024-25, this will be sought through external funding streams.

#### **5. Legal implications**

- 5.1 The UK's Climate Change Act 2008 sets a legally binding UK-wide carbon budget and commits the UK to 'net zero emissions' by 2050. The UK has also signed and ratified the United Nations Paris Agreement – a legally binding international treaty - which commits signatories to keep the increase in global average temperature to well below 2 degrees centigrade above pre-industrial levels, and to pursue efforts to limit the temperature increase to 1.5 degrees centigrade.

#### **6. Equality implications**

- 6.1 The Council has a duty under the Equality Act 2010 (as amended). Section 149 of the Act provides that we must have due regard to the need to;
  - a) eliminate discrimination, harassment, victimisation and other conduct prohibited by the Act
  - b) advance equality of opportunity
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share protected characteristics.

In regard to the nine 'protected characteristics' stated within the Act.

- 6.2 The proposed Climate Change Communications Plan 2024-25 has been screened to establish whether there may be an impact, whether positive or negative, on any of the nine protected characteristics. It is concluded that, with regard to the anti-idling, there may be a positive impact on the protected characteristics of Age and Disability. Where food waste is concerned, the challenge is ensuring all people who wish to be engaged in the surveys are able to do so and officers will consider a range of options on how to achieve this.

## **7. Environmental/Sustainability/Biodiversity implications**

- 7.1 The Climate Change Communications Plan 2024-25 aims to reduce the prevalence of environmentally damaging behaviours across the borough and encourage a shift towards more sustainable alternatives. Consequently, both the anti-idling and food waste campaigns are expected to deliver environmental and sustainability benefits.
- 7.2 Idling behaviour increases the quantity of exhaust fumes in the air, including carbon dioxide which is a greenhouse gas and major contributor to climate change. According to a report by UK-based sustainable research firm Transport Research Laboratory (TRL), idling for a 30-second period produces nearly twice as much pollution as switching off then restarting the engine. Consequently, discouraging idling behaviour would provide environmental benefits through reduced exhaust emissions, including carbon dioxide, and contribute to improved local air quality.
- 7.3 Food waste produces significant environmental harms. As set out in section 1 of this report, 18 million tonnes of carbon dioxide are generated by UK homes from wasted consumable food and drink, and eight meals per household could be saved each week if we stopped binning our food at home. Reducing food waste therefore provides environmental benefits through the reduction of these carbon dioxide emissions, whilst reducing demand for additional food to be grown. Where food at home is not used, recycling food waste in Surrey creates bio-fertiliser and biogas which is used to generate electricity, heat, and transport fuel, supporting sustainability objectives by ensuring the waste products are utilised for alternative means.

## **8. Risk Implications**

- 8.1 Achieving the planned objectives set out in the Plan is frequently reliant on the active engagement of key partner organisations and local groups. This is particularly evident in the anti-idling campaigns which require the involvement of local schools and Surrey County Council/Network Rail as organisations with responsibility for highways and level crossings. Without their involvement, accomplishing planned objectives will be limited. This risk has been mitigated by early engagement by officers with key partner organisations, including Surrey County Council, Network Rail, and Surrey Environment Partnership, on their early perspectives of the campaign approach. Such early engagement has also been conducted in borough primary schools, which have shown general enthusiasm for supporting an anti-idling campaign. The risk associated with this is considered Medium, as the likelihood is considered low due to early engagement, but severity of impact considered High.
- 8.2 As outlined in Section 7 of Appendix A, reliable monitoring of communications campaign outcomes to understand success presents a risk. The absence of robust monitoring processes or presence of poorly worded objectives both risk the intended outcomes being very difficult or resource intensive to monitor. This has been considered in development of the Communications Plan and is reflected in the planned objectives which focus on

campaign delivery and specific, quantifiable outcomes. The risk associated with monitoring success is considered Low.

- 8.3 Highlighted in Section 4 of this report, a modest financial budget is available to implement the communications plan. This risks limiting the outreach potential and scope of the campaigns with implications for success of the planned initiatives. This has been considered by officers and objectives developed which can be implemented with minimal/no financial resources required aside from officer time, although the budget available will be used in appropriate areas to maximise achievement of the planned objectives. The risk associated with the budget is considered Low.

## **9. Other implications (where applicable)**

- 9.1 The exhaust fumes from idling behaviour include nitrogen oxides, carbon monoxide, carbon dioxide, sulphur dioxide, benzene, hydrocarbons, and particulates, which are linked to asthma and other lung diseases. A reduction in idling behaviour is also expected to improve public health.
- 9.2 Another implication identified is the need to ensure that through both campaigns, efforts are made to reach all different elements of the community to ensure that heard to reach groups are engaged wherever possible. This is part of the Council's wider commitment to ensuring a just transition to climate change in Runnymede which leaves no one behind. Communication techniques will be tailored accordingly to maximise engagement across all groups.

## **10. Timetable for Implementation**

- 10.1 If the Climate Change Communications Plan 2024-25 is approved at this Committee, it will have an implementation date of 1<sup>st</sup> April 2024 to coincide with the start of the 2024-25 financial year.
- 10.2 Campaign implementation timelines will align with those set out in the Climate Change Communications Plan 2024-25 document.

## **11. Conclusions**

- 11.1 In line with the commitments in its adopted Climate Change Strategy, the Council needs to use its influence to support positive behaviour changes across Runnymede borough and within its communities in response to climate change, and to achieve borough-wide net zero by 2050 aligned to national targets. The Climate Change Communications Plan 2024-25 provides an important contribution to changing behaviours by increasing awareness and providing a foundation for further collaborative engagement on climate change action across the borough.

## **12. Background papers**

- 12.1 Members attention is drawn to the [Corporate Management Committee report](#) of 22<sup>nd</sup> February which contains the final version of the Climate Change Action Plan which was subsequently adopted at Full Council on 29<sup>th</sup> February 2024.

## **13. Appendices**

Appendix A: Climate Change Communications Plan 2024-25

Appendix B: Equalities Impact Assessment Screening

# Runnymede Borough Council

## Climate Change Communications Plan 2024-25

21<sup>st</sup> March 2024

# 1 Introduction

- 1.1 The Runnymede Borough Council [Climate Change Strategy 2022-2030](#) sets the strategic objective to “positively engage with residents, businesses, community groups, national government and local government, and universities to share information and encourage positive behavioural change to adapt to or mitigate climate change”. This is in support of the national government target of achieving net zero emissions by 2050 and recognises that the Council has a role to play by using its sphere of influence to encourage positive behavioural changes in creating a prosperous, caring, and healthier borough.
- 1.2 A key element of environmental behaviour change is the need for the communication of accurate, frequent, and up to date information. Communication is a central feature of the COM-B model of behaviour change (Figure 1), specifically within the areas of psychological capability and reflective motivation but can also play a role in other areas. The need for an annual communications plan related to climate change and sustainability is also captured in the Council’s Climate Change Action Plan (Action ID 8.2).

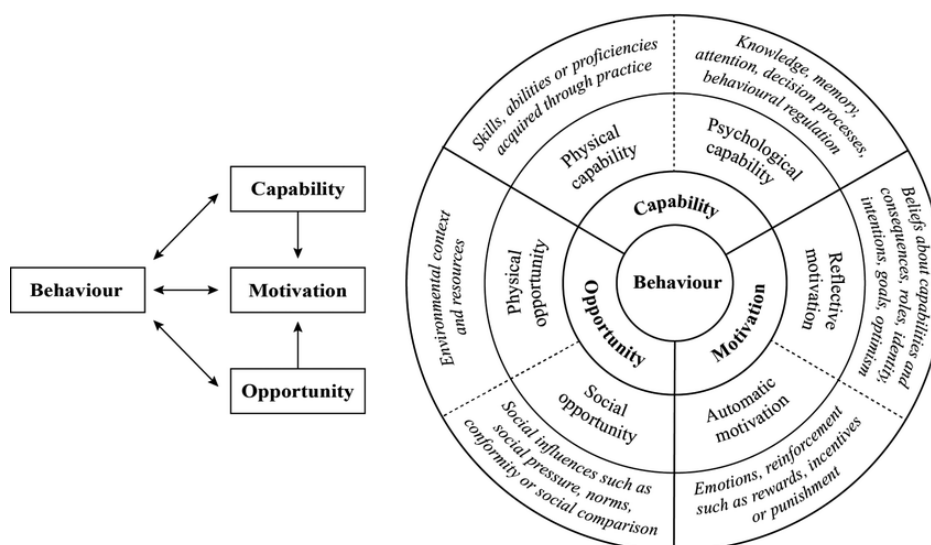


Figure 1: COM-B Model of Behaviour Change<sup>1</sup>

- 1.3 On 21st March 2024, the Council’s Corporate Management Committee adopted this Climate Change Communications Plan for 2024/25. This plan is focussed on running campaigns during the course of the financial year based on the following two themes:
- An **anti-idling campaign**, aligning with Action ID 3.9 (publicise and share information about cycling, walking, and sustainable transport initiatives) of the draft Climate Change Action Plan. There will be two dominant streams of the anti-idling campaign, aimed at schools and level crossings.

<sup>1</sup> Michie, S., Van Stralen, M. M., & West, R. (2011). The behaviour change wheel: A new method for characterising and designing behaviour change interventions. *Implementation Science*, 6 (1), 42. <https://doi.org/10.1186/1748-5908-6-42>



- A **food waste campaign**, aligning with Action ID 4.6 (Engage and collaborate with partners to facilitate behaviour change in Runnymede's local communities, adopting more sustainable and resilient waste practices) of the draft Climate Change Action Plan.

## 2 Overarching Campaign 1: Anti-idling

- 2.1 Leaving engines running while stationary for longer than a minute is known as 'idling'.<sup>2</sup> Idling behaviour forms a largely unnecessary source of air pollution, which has been linked to various public health issues. While it can be challenging to measure the impacts on localised air quality from idling, a report from the Transport Research Laboratory (TRL) indicated that quantities of carbon dioxide and nitrous oxide produced by idling were nearly twice that compared with turning the engine off and switching it back on.<sup>3</sup> The public health and environmental impacts of idling, alongside the financial savings that can be made by turning off an engine, make this behaviour an important one to address across Runnymede.
- 2.2 The overarching objective of the anti-idling campaign is to reduce instances of idling in the borough. Two campaign streams have been identified to support this, in schools and at level crossings.

## 3 Anti-Idling in Schools Campaign

- 3.1 Air pollution can be of particular concern for children's health, affecting their lung growth and limiting lung capacity.<sup>4</sup> Schools are a frequently targeted area for campaigns related to idling, due to the impacts on children, the education that can be delivered in schools, and frequency of idling behaviour from parents when dropping off or picking up students.

### 3.2 Audience:

The Council's focus will be on junior schools in Runnymede, recognising the KS2 age group are more likely to be collected by car and not travel independently.

### 3.3 Planned Objectives:

- To engage junior schools in Runnymede on the issue of idling behaviour;
- To run interactive education assemblies on idling behaviour and its impacts on the environment and public health;
- To provide schools and students with educational and information resources related to idling which can then be promoted by schools and partners through their own channels (e.g., social media, newsletters, parent emails);
- To have anti-idling included in all school safer travel plans of engaged schools; and,
- To support schools, as appropriate, in any further actions or monitoring they wish to undertake related to anti-idling behaviour.

<sup>2</sup> Idling Action London - <https://idlingaction.london/about>

<sup>3</sup> TRL (2021) Idling Action Research - Review of Emissions Data. [TRL-Executive-Summary.pdf \(squarespace.com\)](#)

<sup>4</sup> [Impact of London's low emission zone on air quality and children's respiratory health: a sequential annual cross-sectional study - The Lancet Public Health](#)

### **3.4 High Level Strategy:**

To develop an ongoing partnership campaign working with Senior Leadership Teams within Runnymede's junior schools and with Surrey County Council's Safer Travel Team to deliver a joined up, effective campaign.

### **3.5 Timeline:**

Campaign Q1: Reach out to borough schools to establish campaign interest and engagement. Develop campaign resources to accompany in school sessions (e.g., presentations, leaflets).

Campaign Q2: Run interactive and educational assemblies in interested schools and provide campaign resources to schools and students. Establish school interest to run further initiatives related to anti-idling and support these.

Campaign Q3/Q4: Maintain school engagement providing resources and support where needed to ensure the objectives of the campaign are achieved.

## **4 Anti-idling at Level Crossings Campaign**

4.1 There are six level-crossings in Runnymede, some of which are frequently busy throughout the day and especially during peak travel hours (school start/end and work start/end). Often, the borough's level crossings are down for several minutes at a time with idling behaviour a common occurrence at these sites with consequent increases in carbon emissions as well as air quality implications. While some of the level-crossings do have anti-idling signage, this is typically at the very front of any queue up to the crossing and does not use any behavioural change messaging principles or approaches to encourage drivers to switch off.

### **4.2 Audience:**

The proposed campaign would focus on three level-crossings in the borough: Station Road in Addlestone, Station Road in Egham, and Guildford Road in Chertsey. These level-crossings cover three key stations across Runnymede borough and enable resources to be more effectively focussed in a reduced number of locations, rather than thinly spread across all. The campaign would target any drivers that wait at these level crossings.

### **4.3 Objectives:**

- To develop anti-idling behavioural change messaging based on best practice examples;
- To identify new locations for anti-idling signage, working with relevant partners;
- To replace current signage with larger, striking, and eye-catching signage and implement signage into newly identified locations, working with relevant partners;
- To work with Surrey County Council and Network Rail as key campaign partners with the aim of encouraging them to promote the campaign through their own channels; and,
- To launch an anti-idling pledge platform for drivers pledging not to idle, aiming for at least 100 sign-ups and providing pledged drivers with promotional materials e.g., car stickers.

#### 4.4 **High Level Strategy:**

To develop and then deliver a six-week public campaign working in partnership with Surrey County Council and Network Rail as key campaign partners to include introduction/improvement of key anti-idling infrastructure and messaging at level crossings.

#### 4.5 **Timeline:**

Campaign Q1: Work with Surrey County Council and Network Rail to identify existing signage for replacement and sites for additional signage at level crossings.

Campaign Q2: Produce campaign materials and resources based on best practice examples. Agree implementation of new signage and develop pledge platform functionality.

Campaign Q3: Launch anti-idling campaign with key partners, including distribution and communication of campaign materials across multiple platforms, launch of pledge platform, and implementation of signage.

Campaign Q4: Review outcomes of campaign and agree next steps with partners.

## 5 **Engaging Internally with Council Colleagues**

- 5.1 Although most of the resource for the anti-idling campaign will be targeted outside of the Council operation, the campaign will also seek to engage Council staff, elected members and fleet drivers, recognising the importance of the Council leading by example.
- 5.2 This will require close collaboration with internal communications teams and fleet operating service areas. Key focusses will be on any identifying existing idling behaviours and reasons for these, methods for combatting idling behaviour, and indicators to assist with monitoring.

## 6 **Overarching Campaign 2: Food waste**

- 6.1 According to [Love Food, Hate Waste](#), 60% of food waste comes from UK homes, generating an estimated 18 million tonnes of carbon dioxide from wasted consumable food and drink. If we stopped binning our food at home, 8 meals per household could be saved each week. It is evident here that combatting food waste can have the dual benefits of emissions reduction alongside financial savings from using items that would otherwise be discarded. In approaching a food waste campaign, it is important to recognise the need to both reduce food waste and recycle any food waste that is generated.
- 6.2 [Surrey Environment Partnership](#) (SEP) currently runs campaigns related to waste across Surrey, which has included at least one food waste campaign for the last few years. Care needs to be taken not to duplicate their work, but rather look for opportunities to partner and support those campaigns.

### 6.3 Audience:

A borough wide campaign targeting all residents who currently have the ability to recycle food waste at their property.

### 6.4 Objectives:

- To run a targeted residents survey to better understand current food waste behaviours and barriers to reducing/recycling food waste;
- To identify food waste behaviours in Runnymede which could inform food waste campaigns using SEP data, alongside any obtained survey data;
- To use learnings to create campaign resources which raise awareness of the importance of reducing and recycling of food waste;
- To use learnings to create campaign resources which demonstrate to campaign recipients how to reduce and recycle food waste (e.g., recipes, instructional videos, where waste goes); and,
- To partner and work closely with SEP on food waste campaigns.

### 6.5 High Level Strategy

To develop data-informed six-week campaigns during the course of the year focussed alternatively on the importance of reducing and recycling food waste, and how this can be done. To deliver this strategy, the Council will work closely with SEP as a partner to co-ordinate these campaigns alongside their campaign efforts, avoiding messaging duplication.

### 6.6 Timeline:

Campaign Q1: Explore feasibility of running a targeted resident survey around food waste. Identify and review available data from SEP on food waste behaviours in Runnymede to inform materials development. Agree partnership approach to campaigns with SEP to avoid duplication.

Campaign Q2: Produce campaign materials based on key learnings from research from the survey (reduce/recycle) and launch (subject to discussion with and timelines of SEP campaigns).

Campaign Q3: Produce campaign materials based on key learnings from research, survey and any learnings from first campaign for second campaign (reduce/recycle) and launch (subject to discussion with and timelines of SEP campaigns).

Campaign Q4: Review learnings from second campaign and continue to partner and support SEP food waste campaigns where possible.

## 7 Monitoring Success

7.1 Monitoring the outcomes of environmental communications campaigns is often challenging due to the difficulty identifying causal relationships between a campaign and changes to individual behaviours. A further challenge is presented by this being the first year of implementing a climate change communications plan and therefore a limited evidence base through which to set campaign reach or targets.

7.2 These challenges are recognised and are reflected in the planned objectives in both overarching campaigns which focus on campaign delivery with key partners and specific actions which can be quantifiably measured.

- 7.3 Officers will also explore additional measures of success which could be implemented considering the available campaign resources and in collaboration with key partners. For example, SEP run an annual survey through an external consultant focussed on their campaigns and with a specific section on food waste. Officers will explore using the data from the 2024-25 evaluation survey as a method of understanding the success of the food waste campaign.
- 7.4 Officers will seek opportunities for the Council to run its own evaluations of success. Although these are at to be defined, possible monitoring approaches could include measurement of engagement with social media, quantity of material produced and distributed, and observation of behaviours by officers where feasible.

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# EQUALITY SCREENING

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

POLICY/FUNCTION/ACTIVITY	LEAD OFFICER
Climate Change Communications Plan 2024/25	Dan Callaghan

**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?**

Implementation of the Climate Change Communications Plan 2024-25 is proposed to enable delivery of the Council's draft Climate Change Action Plan (Action ID 8.2) in support of the Climate Change Strategy. The Communications Plan aims to deliver a key objective of the Strategy, which is to positively engage with residents, businesses, community groups, national and local government, and universities to share information and encourage positive behavioural change to adapt to or mitigate climate change. Information sharing and communications campaigns form a critical element of environmental behavioural change approaches, raising awareness of the environmental impacts of unsustainable behaviours and highlighting the co-benefits of more sustainable actions.

The Climate Change Communications Plan 2024-25 focusses on two focus campaigns which have been developed based on resident feedback, internal discussion with relevant service areas, external discussion with relevant organisations, review of relevant literature, and feedback from Members following presentations at the Climate Change Working Party in November and January. The focus campaigns are anti-idling and food waste, both of which cause environmental harm in the form of greenhouse gas emissions, alongside public health issues from idling behaviour and financial costs from food waste. The planned objectives of each campaign set out in the Communications Plan are:

Anti-Idling in Schools:

- To engage junior schools in Runnymede on the issue of idling behaviour.
- To run interactive education assemblies on idling behaviour and its impacts on the environment and public health.
- To provide schools and students with educational and information resources related to idling which can then be promoted by schools and partners through their own channels (e.g., social media, newsletters, parent emails).
- To have anti-idling included in all school safer travel plans of engaged schools.
- To support schools in any further actions or monitoring they wish to undertake related to anti-idling behaviour.

Anti-Idling at Level Crossings:

- To develop anti-idling behavioural change messaging based on best practice examples.
- To identify new locations for anti-idling signage, working with relevant partners.
- To replace current signage with larger, striking, and eye-catching signage and implement signage into newly identified locations, working with relevant partners.
- To have the campaign promoted by Surrey County Council and Network Rail through their own channels as key campaign partners.
- To launch an anti-idling pledge platform for drivers pledging not to idle aiming for at least 100 sign-ups and providing pledged drivers with promotional materials e.g., car stickers.

Food Waste:

- Explore running a targeted residents survey to better understand current food waste behaviours and barriers to reducing/recycling food waste.
- Review SEP data, alongside any obtained survey data, to identify food waste behaviours in Runnymede which could inform food waste campaigns.
- Use learnings to create campaign resources which raise awareness of the importance of

reducing and recycling of food waste.

- Use learnings to create campaign resources which demonstrate to campaign recipients how to reduce and recycle food waste (e.g., recipes, instructional videos, where waste goes).
- In accordance with SEP campaigns which typically run for six-weeks, partner and work closely with SEP on food waste campaigns.

The proposed approach to the Communications Plan will engage with a wide range of groups across Runnymede community and be carried out, where required, with the support of partner organisations. The anti-idling campaign is proposed in two streams to achieve the planned objectives. These streams will focus on schools (school children/teachers/parents) and level crossings (borough drivers), with the engagement methods and messaging tailored to the audience in each case. The food waste campaign approach focusses primarily on the wider Runnymede community to support the work of Surrey Environment Partnership and seeking innovative and cost-effective approaches to furthering the messaging around reducing and recycling food waste. Across both campaigns, the Council's engagement will provide information and material resources that can enable more sustainable behaviours, which hold to potential to enable environmental, financial, and public health benefits.

**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 on the basis of 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.

The proposed Climate Change Communications Plan 2024-25 is considered to be relevant to equality. Impacts of the Council's engagement activities associated with the Communications Plan on the wider Runnymede community, including those groups with protected characteristics, are expected to have positive outcomes. The Communications Plan seeks to engage multiple groups across the borough on the topics of anti-idling and food waste, including those with protected characteristics.

The anti-idling campaign has a specific stream to address idling at or near schools where large numbers of young people are present. Research has shown that air pollution can have a disproportionate effect on young people by limiting lung development and lung capacity, alongside other health impacts. Those with respiratory conditions are also likely to be more significantly impacted by localized air pollution. Objectives which aim to reduce idling behaviour are expected to have positive impacts on young people. Anti-idling sessions will be delivered in-person to schools during school hours, which will maximise their reach with students from a diversity of backgrounds and resources accompanying this will be provided by the Council. However, whilst the Council will use multiple contact channels to promote the campaign to schools and encourage their involvement, schools may choose not to engage in the initiative, either due to their own resource constraints or as they do not perceive an idling concern at or near their premises. Campaign materials and resources will remain available via the Council's digital channels for schools throughout the campaign.

The anti-idling campaign at level crossings is expected to be relevant to equality. The objectives related to the place-based signage and messaging on the lead up to level crossings are not believed to be relevant to equality, however the pledges platform which will be delivered principally in a digital format on the Council website or pledge platform are believed to be relevant. As some groups with protected characteristics may not be willing or able to access digital platforms, combining digital and physical communication methods can ensure a more inclusive campaign approach.

The food waste campaign has a planned objective to explore running a targeted survey to better understand food waste behaviours and barriers to reducing/recycling food waste. If, on further exploration, it is to be decided that a survey is run, there could be implications for protected characteristics as this would be largely delivered using digital channels. As some groups with protected characteristics may not be willing or able to access digital platforms, combining digital and physical communication methods can ensure a more inclusive campaign approach.



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 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.

For the objective within the anti-idling level crossings campaign to develop a pledge initiative aiming for at least 100 sign-ups, officers will address the potential impacts of protected characteristics by providing opportunities for engagement that are not delivered digitally. While a digital platform and the use of digital distribution channels for messaging will be used, officers will find alternative means to communicate the campaign and encourage sign-ups offline. These could include attendance at community group sessions in close proximity to level crossing locations, pop-up and in-person events in close proximity to level crossing locations, and the production and distribution of printed resources for handouts and in locations around the borough. However, as precise details of the pledge approach and campaign are to be established at a later date by the Communications and Climate Change team, further guidance will be sought from the Equalities Group as the specifics of this approach are agreed.

For the food waste campaign, a current objective is to explore the option of running a food waste survey with local residents that informs a food waste communications campaign. In the delivery of any survey, digital platforms and digital channels would be the principal means for distribution, however officers would also seek forms of engagement that encourage the involvement of individuals with protected characteristics. This could include engagement at local community groups, the production of printed survey materials and in-person surveys, and the distribution of surveys to Council employees in service areas that liaise directly with groups with protected characteristics. As the current wording is to explore running a survey, further guidance from the Equalities team on implications for groups with protected characteristics would be sought at a later date if required.

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

Date completed:

Sign-off by senior manager:

<b>Report title</b>	<b>Approval of Service Area Plans for Assets and Regeneration, Finance, Customer, Digital and Collection Services, HR, Legal and Governance and the CEX Office and the Corporate Action Plan 2024/25.</b>
<b>Report author</b>	Sarah Hall, Head of Business Planning, Projects and Performance
<b>Department</b>	Chief Executive's Office
<b>Exempt?</b>	No

**Purpose of report:**

- To resolve

**Synopsis of report:**

This report provides a summary of the 2024/25 Service Area Plans for Assets and Regeneration, Finance, Customer, Digital and Collection Services, HR, Legal and Governance and the CEX Office for approval. The full proposed Service Area Plans for these areas can be found in Appendices 1-6.

The Council's Corporate Action Plan for 2024/25 is compiled from planned activity taken from all Service Area Plans – those presented here and those presented to other Service Committees for approval (Housing, Planning, Economy and Built Environment, Environmental Services, and Community Services). This is provided for approval at Appendix 7.

Items identified as requiring budget growth have been included in the Council's approved budget for 2024/25. Capital provision will require a further report to Committee to release the funds during the year as per the Financial Regulations.

**Recommendation(s):**

- i) Members approve the 2024/25 Service Area Plans for Assets and Regeneration, Finance, Customer, Digital and Collection Services, HR, Legal and Governance and the CEX Office
- ii) Members approve the collective Corporate Action Plan for delivery in 2024/25 collated from planned activity across all Service Area Plans.

**1 Context and background of report**

1.1 Service Area Plans (SAP) are an essential element in achieving delivery of the Council's Corporate Business Plan 2023-26 (CBP) and five related Corporate Strategies – Organisational Development, Empowering Communities, Climate Change, Economic Development and Health and Wellbeing.

- 1.2 The CBP describes the key priorities for the Council to deliver over the period of the plan. Annual SAP identify how the CBP will be achieved and is action-orientated, identifying resources required to deliver priorities and sets out where increasingly limited resources will be focused for the following financial year.
- 1.3 The annual business planning cycle for 2024/25 commenced with each Corporate Head of Service submitting any planned activity for the next Financial Year which requires revenue or capital growth for review.
- 1.4 Growth bids and associated business cases were taken to Corporate Management Committee as part of the MTFs report in December 2023. Subsequently these have been considered as part of the budget for 24/25 at Corporate Management Committee in January 2024 and Full Council in February 2024. Therefore, revenue growth presented in the report has been agreed as part of budget setting process for 2024/25. Capital growth requests approved as part of budget setting will be provisional in the budget for 24/25. Committee approval will be required to drawdown on provisional capital funds prior to a capital scheme proceeding.
- 1.5 When the CBP was set, a total of 194 actions and activities were identified from the associated 5 corporate strategies. Of these, SAPs for 2023/24 included 128 for delivery during the year. CBP activities are identified for delivery in 24/25 across all service areas. The remaining CBP activities are therefore a source of planned activities to be selected for delivery in 25/26.
- 1.6 Service Area Plans also include service-specific planned activity that does not require growth and may not be an activity identified as part of the CBP. For example, where legislation or the regulatory framework has been revised, in which the service operates and needs to be compliant with.
- 1.7 Activities that are required to be delivered as part of the Council's Savings Programme are also included in relevant Service Area Plans.
- 1.8 Service Area Plans also include a Mission Statement to document a narrative of the service area's current position and its direction of travel over the period of the Corporate Business Plan, and a summary of each of the teams that form the service area and the core tasks they deliver.
- 1.9 To ensure a 'golden thread' between Service Area Plans and team and individual plans, Corporate Heads of Service will use the planned activity to set team and individual objectives for 24/25.
- 1.10 Progress against delivery of activities detailed in Service Area Plans forms part of Corporate Performance reporting facilitated by the Project Management Office. Progress of delivery of activities is monitored through Quarterly review meetings with Corporate Heads of Service and subject to regular reporting.
- 1.11 Service Area Plans go to the relevant service committee for approval prior to final approval sought from Corporate Management Committee in March 2024 approving the Corporate Action Plan (which is an amalgamation of all the plans for the year).

## **2 Report**

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

2.2 The Service Area Plan documents can be found in Appendices 1-6. A summary is provided below for each corporate area presented to this Committee for approval.

### **Assets and Regeneration Service Area.**

#### **2.3 Service Area Narrative**

2.3.1 The Assets and Regeneration Team undertake the day to day running and maintenance of the Council property portfolio which consists of operational and investment assets. The operational assets are used by our residents and the function of the team is to ensure a compliant and fit for purpose estate that delivers key services whether it be statutory function or non-statutory function.

2.3.2 We have focused on purchasing investment properties that create revenue generating opportunities and at present the property portfolio has a value of in excess of £675M and a rent roll of over £25M. This revenue goes towards providing key services for our residents. The business unit is effectively a property company in its entirety which requires expert resources namely qualified surveyors, lawyers, and accountants to ensure the portfolio can maximise its assets and at the same time comply with good practices along with ensuring all assets are compliant with health and safety legislation and most recently the Building Safety Act 2022. It is also essential that the business unit continues to provide a reasonable return for the Council.

2.3.3 In addition to the functionality of the team, the Council has 3 special purpose vehicles which are 100% owned by Runnymede Borough Council. They are RBCH Ltd, RBCI Ltd and RBCS Ltd. They perform separate functionality for the Council and have their own governance structure and articles of association.

2.3.4 There are some significant priorities facing the business unit - these include working with DHLUC in respect of the Levelling-Up and Regeneration Act to work through capital borrowing along with our capital plans and looking at how we can reduce our borrowing which may mean commercial assets need to be sold to reduce the borrowing costs. In addition to this, we are in a period of economic downturn which has an underlying effect on economic growth on our portfolio. Energy costs whilst have reduced in the last year are still high and this will also affect the day to day running of the investment portfolio and the operational portfolio. The Building Safety Act 2022 has an impact on the running of all our assets and there are additional statutory responsibilities particularly with regard to the residential element of the portfolio with buildings over 11 meters which will need to address as part of running a mixed portfolio of operational and investment assets. In addition, construction inflation remains high and a reduced supply chain of materials and contractors will mean increased running costs. This will affect budgets both internally and our service charge budgets for our tenants. Any capital enhancement projects on our operational asset base will be subject to full viability and feasibility assessments.

2.3.5 Furthermore, work will be required to the asset base to ensure that we meet the carbon net zero aspiration. Work has been undertaken in respect to the carbon baseline for RBC and we have also declared a "climate emergency". Resulting from this will be additional budget pressures to ensure that all our operational assets achieve this target. With regard to our investment assets, all efforts will be made to engage with the tenants to ensure that they make the necessary improvements, however this is not at RBC gift so there will have to be a balanced view as to how we achieve this when tenancies come to an end and what our strategic position will be. All new developments recently completed have complied with sustainability requirements

through the planning process. Whilst the team went through complete "change management" in 2021 there is a need to undertake a further restructure to the Assets and Regeneration team within the next 6-9 months to ensure delivery of all the demands and changes that are required for a fit for purpose, compliant and sustainable estate.

2.4 Key achievements in 2023/24 include:

- Completion of works to remove and replace cladding from six residential blocks in Addlestone One complex
- Rental or sale of all apartments at Magna Square.
- Implementation of the property portfolio benchmarking software to support commercial portfolio performance monitoring and evidence-based decision-making

2.5 Key new areas of work in 2024/25 include:

- Significant input into the non-statutory Best Value notice response programme.
- Solution on the way forward for the Chertsey Depot
- Replacement of Civic Centre components

## **Finance Service Area:**

### 2.6 Mission Statement

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

### 2.7 Service Area Narrative

2.7.1 A restructure of the finance team was undertaken in 2022/23 to help alleviate the loss of several key personnel and to try and solve ongoing recruitment issues. As of September 2023, the team were finally fully resourced with a mix of internal promotions and external recruitment, most of which have no, or limited, local government finance experience and one team member has been brought into the accountancy team with no prior accounting experience under a new "grow your own" ethos.

2.7.2 Whilst it will take time for these new team members to settle in, we are already beginning to see some tangible benefits with new ways of working and a replacement of an over-reliance on paper hard copy files. This will be further assisted by the implementation of the new joint HR/Payroll system due to go live in April 2024 followed by the tendering for a much-needed new Financial Management System (FMS).

2.7.3 As well as the day-to-day activities of a busy finance department, the team are very much embroiled in many of the various projects and initiatives set out in the CBP (Corporate Business Plan) from participating in service reviews, assessing benefits packages, and assisting in reviewing and developing new policy creation. Some team members will also become heavily involved in the non-statutory Best Value notice response programme. In all initiatives, the team ensure the financial consequences of decisions are planned, analysed and are robust and financial governance procedures are adhered to.

2.8 Key achievements in 2023/24 include:

- Completed insurance and treasury management system procurement exercises
- Review of bank reconciliation process undertaken and updated.
- Sourcing and implementing a new joint HR/Payroll system (to go live 1 April 2024)
- Implementation of Gov.Pay income collection system to partially replace current income management system.
- Updating corporate strategies for regulatory changes (e.g. Levelling Up and Regeneration Act, International Financial Reporting Standard 16: Leases, Proposed MRP changes etc)

2.9 Key new areas of work in 2024/25 for Finance include:

- Procurement of a new Financial Management System
- Procurement of a new council-wide banking contract
- Review and potential tender for the provision of BACS services
- Investigation into replacing income management system
- Significant input into the non-statutory Best Value notice response programme.
- Significant input into the Service Review and Savings and Efficiency programmes
- Dealing with the backlog of outstanding external audits

### **Customer, Digital and Collection Services:**

#### 2.10 Service Area Narrative

2.10.1 From April 2023, Customer Services still had vacancies across the service area which had a major impact in service delivery. A new Customer Services Team Leader was appointed in April 23 together with three other staff on the statutory team to try to create some resilience. Customer Services is an area with a high turnover of staff particularly on the statutory team which requires in depth legislative knowledge of both Council Tax and Housing. Housing repair work has transferred to MCP but unfortunately due to technical issues with interfaces, Customer Services have continued to log repair calls on behalf of MCP until November 23 which had a further impact on resources.

2.10.2 Work has continued with the website and customer relationship management system to enable customers to self-serve and reduce the need to contact the Council via more traditional methods such as telephone, letter, face to face and email. Call volumes have started to reduce and following a further vacancy in Customer Services, this post has been reviewed and a new role of Customer and Digital Engagement Officer has been created to sit across both the Customer Services Team and the Transformation Team to continue improving the on-line experience to enable more customers to self-serve.

2.10.3 Staff retention has been an issue across all areas within the division with vacancies carried across Revenues, Benefits, Infrastructure & Operations as well as the Transformation Team.

2.10.4 Revenues and Benefits continue to face legislative challenges with the cost-of-living crisis and continue to administer various grants from the Government in a relatively short period of time. The Business Rates Revaluation has been successfully implemented in April 23 along with the various Energy and Fuel grants. The Enforcement Agent contract is due for renewal in December 23 and the team have undertaken a procurement exercise to include all debt owed to the Council and create a corporate debt contract to facilitate collection of multiple debts. This new contract will commence from 1 April 2024.

- 2.10.5 The new CTS scheme for 23/24 was implemented on time and to budget and has simplified the process which has reduced the number of days to process new claims from 27 to 19 days. In addition, the Benefits Team continues to administer the various tranches of the Household Support Fund ensuring much needed support is targeted to those most in need. Housing Benefit Overpayment Recovery has also transferred to the Housing Benefit Team with £1m to review and collect.
- 2.10.6 The Homes for Ukrainian Team are responsible for the administration of the Government Homes for Ukraine initiative. The Team comprises of two resettlement co-ordinators and one translator. The team are responsible for supporting both host and refugees families, working with government agencies, voluntary sector and Surrey CC to ensure refugees are supported and assist them with integration into the community. Welfare checks are carried out every three months to minimise breakdowns in relationships and the need to re-match with other hosts. The scheme has been extended until March 24 to reduce the risk of homelessness albeit with a reduced budget per refugee which will bring challenges around how much support the team can offer with regards to housing costs.
- 2.10.7 On-street parking enforcement returned to Surrey CC on 1 April 2023 with a smooth transition to the new contractors. SCC have extended the agency agreement in relation to the collection and enforcement of residual PCN's which the team are continuing to recover. The new case management system for council owned car parks has gone live and the Environment and Sustainability have approved the capital expenditure to replace the pay and display machines with new updated machines across all car parks with Automated Number Plate Recognition (ANPR) installed in four car parks. The procurement of the new machines will commence during 2023/24 with implementation in 2024/25.
- 2.10.8 Both teams within Digital Services have been carrying vacancies whilst delivering 'The Getting Fit for the Future' Transformation Programme. The Transformation Team is fully staffed from November 23 and a new post of GIS and Address Officer will be transferred from Building Control team to create resilience and efficiencies around the Council's property data.
- 2.10.9 Several back-office systems will need replacing over the next four years and cyber security is becoming a high priority across the organisation with a need to protect personal data and ensure systems are safe and secure. A hardware refresh was successfully delivered to support the Hybrid Working Project where over 300 staff were moved to secure access through laptops and facilitated hot-desking by standardising kit across the Council. The team are now focusing on the IT member device refresh and other hardware replacement projects to ensure the Council's various operating systems remain secure.
- 2.10.10 The Corporate Business Plan focuses on five themes of which the Organisational Development Theme is the main focus of the division with the four strands; People; Process; Technology and Green will provide a clear framework which will provide effective governance across the division. Investing in both staff and technology, legacy systems will be replaced with modern technology that will support new and better ways of working.

2.11 Key achievements in 2023/24 include:

Projects:

- Install hybrid meeting equipment within meeting rooms across the Civic Centre

- HR & Payroll system procurement and implementation project progressing with go live date for Payroll 1 April 24
- Implementation of the online parking portal to digitise the parking service and increase the online offer within One Account
- Financial Inclusion Pilot approved by Corporate Management Committee Dec 23

#### Core activity statistics:

- Energy Fuel Grants
  - 642 Energy Grants of £400 totalling £256,800
  - 302 Alternative Fuel Grants of £200 totalling £60,400
- Reviewed policy for Household Support Fund Tranche 4
  - 1,600 payments have been made to 650 households totalling £219,673
- Review of Parking Fees and Charges approved by E&S Committee Nov 23
- Review of Council Tax Discounts approved by Full Council Feb 24
- Review of Council Tax Support Scheme for 24/25 approved by Full Council Dec 23
- Administered Flood Relief Grants following Storm Henk from February 24
- Homes for Ukraine:
  - 130 housing inspections
  - 227 DBS checks
  - 249 Ukrainian guests have arrived since April 22
  - 38 family groups still in sponsor accommodation
  - 41 guests transitioned to private rented sector
  - 0 groups presented as homeless

#### 2.12 Key new areas of work in 2024/25 include:

A number of elements of digital services infrastructure are planned to move to cloud-based solutions and operating as Software-as-a-Service (SaaS). These are designated as business critical as essential to the running of services, business continuity and cyber security.

Revenue growth for the following is included in the MTFs and approved budget for 2024/25.

- SIEM upgrade to SaaS
- WAN replacement of Unicorn lines
- VOIP for remote sites
- UCS replacement
- SAN replacement
- Gazetteer software replacement
- O365 adoption
- Website improvements
- WCAG 2.2 Web accessibility
- Pay & Display machines installation
- ANPR installation
- Business Continuity and Disaster Recovery upgrades
- Finance System procurement

### **HR and OD Service Area:**

#### 2.13 Mission Statement

The Human Resources service is a support service whose primary role is to provide to lead on People Strategy and provide a comprehensive professional advisory service and HR support to the Council and Council-owned companies.

#### 2.14 Service Area Narrative



- 2.14.1 The success of any organisation strongly co-relates to the skills, commitment, motivation, experience and contribution made by its workforce. HR has a major part to play in supporting managers to attract, develop, motivate and retain this workforce.
- 2.14.2 Our priorities for the next year will include improving our recruitment service by deploying a new Applicant Tracking System (ATS) that will allow us to manage vacancies more effectively, present a more professional face to the external market, gather useful management information and speed up the end-to-end process. The solution will empower managers to explore and use a wider range of tools and talent sourcing routes to attract the best candidates and to look at a range of measures to effectively induct them.
- 2.14.3 In addition, HR is a key partner in the deployment of a new HR/Payroll solution that will ensure efficient employee and Manager self-service and deliver high quality management information whilst avoiding the need for “double keying” of data. The new system will allow a more holistic approach to workforce planning to ensure we are developing the skills we need for the future.
- 2.14.4 Our current reward practice requires a fundamental review. We will need to decide if we are to continue to live with the inherent risks of a system that;
- Is not underpinned by job evaluation.
  - That lacks a job family approach to reflect widely different market conditions for key skill sets such as Legal, Environmental Health and Planning.
- 2.14.5 The review will include whether a flexible benefits package as well as employee well-being initiatives will appeal to different demographics. In addition, we have been looking at options to re-model the lower end of the pay structure to deal with the annual increases to the National Living Wage.
- 2.14.6 Having completed the Tier 3 training for Senior managers including Change Management, Emotional Intelligence and Political Awareness training. We have commenced the Tier 1 and 2 Management Development Training for first line supervisors (Tier 1) and Middle Managers (Tier 2). Leadership Development is one of the key strands to ensuring the most effective management and leadership of staff to achieve the best outcomes.
- 2.14.7 In terms of ongoing services to be delivered, HR has now embedded a Business Partnering model. We now have a Senior Business Partner and 2 Business Partners who each work with a group of service areas to ensure they get high quality advice to address their people issues and develop their staff. The Recruitment and Retention Manager supervises two HR Assistants who deal with recruitment and selection, onboarding and induction of new staff and all day-to-day operational HR issues including liaison with Payroll. One of the Business Partners also looks after employee health and safety. They regularly refresh our Health and Safety processes and train new staff on Fire Safety, First Aid etc., In addition they work with other staff with H&S responsibilities to ensure maximum synergies. Another Business Partner has been working with the Head of HR on re-tendering our OH contract with a new supplier commencing shortly. They are running a series of refresher sickness management training sessions for managers. In addition, they are working with other key stakeholders at other Well-being initiatives for staff including the introduction of an Employee Assistance Programme and supporting our team of Mental Health first aiders in the council.

- 2.14.8 As well as the deployment of the new Applicant Tracking System, the Recruitment and Retention Manager runs refresher training on Recruitment and Selection. A recruitment toolkit has been developed to assist managers.
- 2.14.9 The OD and Talent Management Strategies have a strong emphasis on effective leadership, motivation and employee development. However clearly the investment in staff training is subject to sustaining the corporate training budgets. These strategies include introducing a small graduate programme and internal staff development programme for highflyers. We also work with Managers to identify training needs for the wider workforce and incorporate these in training plans. Part of the forward plans for HR are refreshing employment policies as well as managing the day-to-day pressures of HR from casework, organisational reviews and recruitment. We will also be introducing Equalities training to ensure everyone supports and values the diverse workforce we employ.
- 2.14.10 The primary challenge is of course fulfilling our ambitious programme alongside the operational pressures of a busy HR team. The anticipated drivers for change and challenges are most likely to result from the “war for talent”, the financial backdrop facing local and central government and the impact on the workforce of the cost-of-living crisis.
- 2.14.11 The other significant pressure will result from the work to implement the new HR and Payroll system. This type of project normally places a lot of work pressure on the service area concerned for a year to 18 months. However, once an integrated HR and Payroll system with employee and managerial self-service is introduced this should drive future efficiencies within the organisation.
- 2.15 Key achievements in 2023/24 include:
- Successful recruitment campaigns for the senior posts of Chief Executive, Assistant Chief Executive (Place) and Corporate Head of HR & OD.
  - Provision of training for 12 mental first-aiders from across the organisation.
  - Significant input into the HR/Payroll software system procurement and implementation project.
- 2.16 Key new areas of work in 2024/25 include:
- Significant input into the non-statutory Best Value notice response programme.
  - Fully implement and optimise the new HR and Payroll solution
  - Maximise benefits of new Occupational Health Provider
  - Fully implement and optimise the new Applicant Tracking System
  - Seek approval and introduce job evaluation
  - Review the grading structure as part of the 2025 pay review
  - Reprocure the neutral vendor temporary staffing contract
  - Work to support the council to enhance our Disability Confident status from Committed to Confident status
  - Deliver key actions for continue to actively work towards reducing the Gender Pay Gap

## **Law & Governance Service Area:**

### **2.17 Service Area Narrative**

- 2.17.1 The Business Unit comprises seven teams which undertake a diverse range of functions. Some of the teams discharge a statutory function such as Electoral Services, Local Land Charges and Data Protection. Some support the overall work of

the Council such as Democratic Services, Legal Services, Office Services, and Information Governance. The Office Services team provides a complete suite of administrative support.

- 2.17.2 There are situations when a team will carry out dual functions such as supporting the overall work of the Council and discharging a statutory function e.g. Democratic Services, which in addition to the provision of support for the democratic process also deals with matters such as licensing of charitable collections and street closure orders.
- 2.17.3 The various teams contribute to the delivery of the Corporate Business Plan and five strategies that underpin it in a number of ways.
- Democratic Services facilitate decision making by the Council, which allows for the delivery of the five strategies.
  - Legal Services provide high quality legal advice to ensure that the Council complies with its various legal obligations and discharges its regulatory functions for the benefit of the inhabitants of the Borough.
  - The Electoral Services Team supports the exercise of the democratic process by enabling people to register to vote and by organising various elections. They will be delivering changes introduced by the Elections Act 2022 over the next twelve months. These changes will create greater confidence in the integrity of the electoral process.
  - The Local Land Charges Team will have to deal with the transfer to HM Land Registry of certain functions in respect of providing information in response to Local Land Charges searches, which are part of the suite of information required by people when purchasing property.
- 2.17.4 The Council collects a vast range of personal data in order to deliver the various services it provides to its residents and businesses. The Information Governance Team and Data Protection Officer provide extensive advice and assistance to departments to ensure that they comply with the various legal obligations which exist in respect of Data Protection.
- 2.17.5 There are a number of challenges which the various teams in the Business Unit will face over the next twelve months. As has already been highlighted the Electoral Services Team will have to implement the various changes which have been introduced by the Elections Act 2022. They will also have to deliver the local elections in May 2024 and support the delivery of the election of the Surrey Police and Crime Commissioner.
- 2.17.6 The Democratic Services Team will have to deal with encouraging Members to move to paperless documentation for meetings. This is seen as an important initiative by Members and is viewed as addressing an element of the Green agenda the Council has adopted.
- 2.17.7 The Legal Services Team will face the challenge of providing legal advice in an environment where the recruitment of staff is proving difficult. This is not a problem which is unique to the Council or Legal Services.
- 2.17.8 There is a greater awareness amongst the public of the issue of Data Protection. Personal data has a value and valid concerns exist when any organisation collects personal data. Due to the types of services the Council provides it has to collect and use personal data. The Information Governance Team and the Data Protection Officer provide advice to the Council to ensure it meets its legal obligations and thereby

provides reassurance to the public that their personal data is safe in the hands of the Council.

2.18 Key achievements in 2023/24 include:

- Delivery of Local Elections in May 2023 with voter ID
- Organising all Council meetings
- Dealing with FOI and SAR requests
- Responding to Local Land Charges search requests
- Providing legal advice to Council departments
- Undertaking Constitution review
- Reviewing various Data Protection documents and policies

2.19 Key new areas of work in 2024/25 include:

- Organising Local and PCC Elections May 2024
- Organising the poll and count for the General Election when called
- Progressing migration of part of Local Land Charges service to HMLR

**Chief Executive's Office Service Area:**

2.20 Mission Statement

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

2.21 Service Area Narrative

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

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

- Provide organisational and office support to the Chief Executive including management of escalated complaints
- Provide support to the Chief Executive and wider Corporate Leadership Team (CLT)
- Interact and liaise with all service areas to help deliver Corporate Business Plan objectives
- Facilitate and manage cross-service initiatives including projects and service reviews as delegated by the Chief Executive
- Provide corporate training on project management and procurement
- Monitor and report progress and delivery against corporate KPIs (including achievement of the corporate Action Plan)
- Facilitate dynamic risk management across the organisation
- Facilitate and support best value, compliant procurement activity for all service areas

- Facilitate and manage professional communications and marketing for all service areas
- Identify and facilitate new funding bids to support service delivery within the Corporate Business Plan
- Represent the Council's interests as key stakeholder on strategic external projects
- Review and analyse emerging relevant policies and legislation to identify any changes required to existing corporate policy
- Organise civic events and support the Mayor's commitments
- Protect and enhance the reputation of the Council, instilling and embedding the corporate vision and values
- Deliver regular news updates, promoting the Council's work to the public.
- Run extended campaigns on specific topics ranging from elections to waste and recycling
- Deliver internal communications activity to keep colleagues informed of the direction of the Council and its priorities.
- Provide a design service for physical and digital content, working within a corporate style guide.

#### 2.22 Key achievements in 2023/24 include:

- Further development and implementation of the Business Planning tool to provide one data source for all SAP planned activity to monitor progress across the year.
- Review and development of the Risk Management System including approval of the Risk Management Framework, Risk Appetite Statements and Risk Reporting at Standards and Audit Committee and Full Council.
- Communications: Embedding processes to bring structure to the team's operations, including a tool to book design work which provides tracking and management data, creating a communications output grid to structure and present all of the team's key output over a week.
- Approval of Social Media Work Plan, Social Media House Rules and Social Media Policy, delivering a 50 per cent increase in newsletter subscribers, upskilling of team members to produce high quality video and animation content.
- In addition to core activity, delivering communications activity to support Changes to Tenancy Agreements, launch of £1m investment in play areas, meals at home, personal alarms, Runnymede in Bloom, Runnymede Business Boost, the Youth Hub, Tenant satisfaction survey, re-opening of Eileen Tozer Social Centre, launch of the MyView combined HR and payroll system, move to cloud based hosting of all council digital files, launch of a one off project to review signage in key parks and open spaces, multiple one-off publications as well as Runnymede Talks, our long-standing magazine.

#### 2.23 Key new areas of work in 2024/25 include:

- Significant input into the non-statutory Best Value notice response programme including programme management.
- Programme management of the Service Review and Savings and Efficiency programmes.
- Communications: Development of a Communications Strategy, creation of a new format to the Annual Review, review of e-newsletter performance and presentation, communications mapping exercise, deliver and review trial on Instagram, delivery of substantial Shared Community Services campaign.

### **Corporate Action Plan for 2024/25**

2.24 The full list of Planned Activity compiled from all Service Area Plans can be found at Appendix 7. This forms the Corporate Action Plan for 2024/25 and is a total of 225 activities.

2.25 This comprises 72 activities that are linked directly to the corporate business plan and the corporate strategies (Total CBP activities box.)

2.26 In addition are a further 153 service-specific planned activities for delivery in 2024/25.

2.27 To note that Service Area Plans were formulated and approved by the Corporate Leadership Team prior to the receipt of the non-statutory Best Value Notice. The work programme to respond to the non-statutory Best Value Notice will require resource from across the organisation to deliver at pace. Therefore, as staff resources are finite, it is likely that some SAP planned activity will need to be reprioritised in-year to make resources available.

### 3 Policy framework implications

3.1 These SAPs support the delivery of the Corporate Business Plan.

3.2 Specifically, those actions arising from Corporate Strategies that will be addressed in delivering the Service Plan can be seen in the Planned Activity dashboard in Appendix 1-6 in the table list titled Corporate Business Plan activities.

### 4 Resource implications

4.1 The following initiatives from the service area plans presented require growth to be able to be delivered and the growth bids were subject to committee approval in December 2023 as part of the updated Medium Term Financial Strategy report:

Business Critical Revenue growth		Revenue		
		2024/25	2025/26	2026/27
Service Area	Growth bid	£	£	£
Digital Services	SIEM upgrade to SaaS	15,000	15,000	15,000
Digital Services	WAN replacement of Unicorn lines	4,000	-1,000	-1,000
Digital Services	VOIP for remote sites	5,000	-	-
Digital Services	UCS replacement	5,000	5,000	5,000
Digital Services	SAN replacement	3,000	3,000	3,000
Digital Services	Gazetteer software replacement	6,000	6,000	6,000
		<b>38,000</b>	<b>28,000</b>	<b>28,000</b>

Other Revenue growth		Revenue		
		24/25	25/26	26/27
Service Area	Growth bid	£	£	£
Assets & Regeneration	Asset Management software	32,000	28,000	28,000
		<b>32,000</b>	<b>28,000</b>	<b>28,000</b>

Revenue costs of Business-Critical Capital Projects		Revenue		
		24/25	25/26	26/27
Service Area	Growth bid	£	£	£

Digital Services/ Finance	Revenue costs of replacement Finance system	56,000	56,000	56,000
		<b>56,000</b>	<b>56,000</b>	<b>56,000</b>

4.2 Following committee approval, these activities were incorporated into the Medium-Term Financial Strategy (MTFS) and the Council's budget for 2024/25. Capital schemes will require relevant committee approval for the release of funds for the schemes to progress.

## 5 Legal implications

5.1 No direct legal implications identified as a result of this report.

5.2 Where there are contractual or other legal implications linked to any of the proposed areas of work, full consideration of these, working with colleagues in Law and Governance, will be undertaken.

## 6 Equality implications

6.1 No direct equality implications identified as a result of this report.

6.2 Equality Impact Assessments will be conducted for relevant activities and projects being delivered as part of this plan. This will ensure that any equality implications are identified and addressed before new initiatives are introduced.

## 7 Environmental/Sustainability/Biodiversity implications

7.1 No direct environmental/ sustainability/ biodiversity implications arising as a result of this report.

7.2 For all planned activity, consideration will be given to environmental, sustainability and biodiversity implications, in support of the Council's commitment to climate change and its Climate Change Strategy. Planned activity from across the organisation that supports climate change will be reported to Members regularly during the year.

## 8 Risk implications

8.1 Each service area has reviewed their Service Risk Register for factors that may impact service delivery in 24/25. Risks have been identified, categorised and scored and any risks that score above the Risk Threshold as set out in the Risk Management Framework are reviewed by CLT to be included in the Corporate Risk Register. Planned activity in service area plans may include actions required to mitigate these risks.

8.2 Without approved annual Service Area Plans, there is a risk that is a lack of clarity and prioritisation of activity and resources to enable delivery of the CBP.

## 9 Conclusions

9.1 Service Area Plans support the delivery of the Council's CBP and associated corporate strategies.

9.2 The SAPs sets out the Council's ambition in delivering more, different and better as an organisation, an aspiration supported by Members and Officers alike.

- 9.3 However, it is important to note that these ambitions will have to be considered against the financial position of the authority.

**Background papers**

[Housing Service Area Plan](#) approved at Housing Committee 10 January 2024

[Planning, Economy and Built Environment Service Area Plan](#) approved at Planning Committee 28 February 2024

[Environmental Services Service Area Plan](#) approved at Environment & Sustainability Committee 07 March 2024

[Community Services Service Area Plan](#) approved at Community Services Committee 14 March 2024



# Runnymede Borough Council

## Service Area Plan 24/25

### Assets and Regeneration

#### FINAL FOR COMMITTEE APPROVAL

##### Approvals

Approved by CLT:

Approved by Corporate Management Cttee:

Dec 13<sup>th</sup> 2023

DATE

# Service Area Plan for Financial Year 2024/25

**Service Area:** Assets and Regeneration

**Corporate Head of Service:** Alex Williams

**Version:** FINAL DRAFT

## Mission statement

The Assets and Regeneration Team undertake the day to day running and maintenance of the Council property portfolio which consists of operational and investment assets. The operational assets are used by our residents and the function of the team is to ensure a compliant and fit for purpose estate that delivers key services whether it be statutory function or non-statutory function.

We have focused on purchasing investment properties that create revenue generating opportunities and at present the property portfolio has a value of in excess of £675M and a rent roll of over £25M. This revenue goes towards providing key services for our residents. The business unit is effectively a property company in its entirety which requires expert resources namely qualified surveyors, lawyers, and accountants to ensure the portfolio can maximise its assets and at the same time comply with good practices along with ensuring all assets are compliant with health and safety legislation and most recently the Building Safety Act 2022. It is also essential that the business unit continues to provide a reasonable return for the Council.

In addition to the functionality of the team, the Council has 3 special purchase vehicles which are 100% owned by Runnymede Borough Council. They are RBCH Ltd, RBCI Ltd and RBCS Ltd. They perform separate functionality for the Council and have their own governance structure and articles of association.

There are some significant priorities facing the business unit - these include working with DHLUC in respect of the Levelling-Up and Regeneration Act to work through capital borrowing along with our capital plans and looking at how we can reduce our borrowing which may mean commercial assets need to be sold to reduce the borrowing costs. In addition to this, we are in a period of economic downturn which has an underlying effect on economic growth on our portfolio. Energy costs whilst have reduced in the last year are still high and this will also affect the day to day running of the investment portfolio and the operational portfolio. The Building Safety Act 2022 has an impact on the running of all our assets and there are additional statutory responsibilities particularly with regard to the residential element of the portfolio with buildings over 11 meters which will need to address as part of running a mixed portfolio of

operational and investment assets. In addition, construction inflation remains high and a reduced supply chain of materials and contractors will mean increased running costs. This will affect budgets both internally and our service charge budgets for our tenants. Any capital enhancement projects on our operational asset base will be subject to full viability and feasibility assessments.

Furthermore, work will be required to the asset base to ensure that we meet the carbon net zero aspiration. Work has been undertaken in respect to the carbon baseline for RBC and we have also declared a “climate emergency”. Resulting from this will be additional budget pressures to ensure that all our operational assets achieve this target. With regard to our investment assets, all efforts will be made to engage with the tenants to ensure that they make the necessary improvements, however this is not at RBC gift so there will have to be a balanced view as to how we achieve this when tenancies come to an end and what our strategic position will be. All new developments recently completed have complied with sustainability requirements through the planning process. Whilst the team went through complete "change management" in 2021 there is a need to undertake a further restructure to the Assets and Regeneration team within the next 6-9 months to ensure delivery of all the demands and changes that are required for a fit for purpose, compliant and sustainable estate.

# Service Information

## Service Area: Assets and Regeneration

- Service Area 1: Property Portfolio Management
- Service Area 2: Project and Building Surveying
- Service Area 3: Facilities Management
- Service Area 4: Other

### Description of Service (1) Property Portfolio Management

Main Purpose: The property portfolio team manage both the operational and investment assets. The Asset Strategy was approved by Full Council early in 2023 and this strategy outlines how we manage and deliver a fit for purpose both operationally and for investment for the Council. The team comprises of four chartered surveyors with the following titles, Property Portfolio Manager, Portfolio Manager (of which there are three) and one graduate surveyor along with two property administrators who worked across the team functions. As part of our Asset Strategies we will be adapting the team to ensure that it can deliver the ongoing needs of the Council but in principle the role of this team is to ensure that the rental income of the investment properties is collected in a timely manner and that each property is managed to its optimum level through service charge management along with ensuring that rent review and lease renewals are carried out in a timely fashion. It is also the role of the surveyors to deal with the day to day running of the properties particularly those that are multi tenanted and require specialist service charge expertise in maintaining these assets. This includes setting up of appropriate service charge budgets, informing the tenants and ensuring that the monies collected go towards the day to day running of that particular property. Quarterly inspections on each investment property are carried out and the surveyors ensure that the tenants are complying with the terms of their lease as well as ensuring they are following good practices

with regard to health and safety and other key aspects that affect the assets, including the appropriate EPC (Energy Performance Certificate) being publicly displayed. The surveyors will have regular meetings with tenants as part of good estate management and will further ensure that there is good landlord and tenant relationships in place.

Our Performance Indicators measure rent arrears, tenant turnover rates and % of total RBCI PRS vacant units.

### **Description of Service (2) Project and Building Surveying**

**Main Purpose:** The main objective of this post will be to deal with all projects emerging on the estate whether this is the operational estate or investment estate. The aim will be that the Building Project Surveyor will deliver "building projects" for the team. This role reports directly to the Corporate Head. Within the team but again reporting directly to the Corporate Head a chartered surveyor to deal with ascertaining whether the council's priority projects that could achieve capital receipt, revenue and/or social value will involve legal due diligence, feasibility studies and take a project through RIBA 1-4 with the Building Project surveyor taking it from RIBA 5-7 (construction to completion). The Corporate Head in conjunction with the chartered surveyor and Building Projects Manager, will ensure that all the projects, are procured correctly and they will further ensure that any project for any asset is managed in accordance with the project management guidelines. They will also assist with ensuring any projects that are undertaken by the authority are within budget and on time. Part of their role on any project will be to manage a multi-disciplined professional team namely; architects, engineers, quantity surveyors and contractors.

Key Functions and relevant Statistics from Previous Year:

- Regular project updates are reported as part of the Council's Project Portfolio across the year.

### **Description of Service (3) Facilities Management**

**Main Purpose:** The facilities team deal with all aspects relating to hard and soft facilities management whether that is cleaning, landscaping, electrical, mechanical, advertising and promotion, deliveries, and vehicle management (transport plans etc). They also deal with anything that affects the day to day to the running of the properties that we have within our portfolio and work closely with all the other teams including the Property Portfolio and Project team. They will all work together to deliver the corporate landlord model where there is one property function which manages the assets and the budgets. A new Super FM Contract will be put in place with effect from April 2024 which will provide a strategic property function to the authority and deliver efficiencies and savings across both the operational and commercial estate. Condition Surveys will be undertaken on all of our operational estate along with car parks to enable us to budget for the planned and preventive works and where appropriate capital works. These costs will be factored into our MTFs and enable us to ensure we can make informed strategic decisions on holding all of our property assets. The Facilities Team moving forward will be undergoing a restructure and will consist of a Head of Facilities and will be supported by expertise who will deliver all aspects of facilities including building works, soft and hard FM and compliance. Our special purchase vehicle companies and in particular RBCS Ltd are acting managing agents on behalf of the Council whereby the cost of providing fit for purpose multi-tenanted properties is paid through the service charge. The properties they specifically work on are ADD1, Magna Square, Egham Business Park, Chertsey Business Park, Pine Trees, Chiswick Park.

Key Functions and relevant Statistics moving forward:

Undertake compliant building condition surveys of our operational assets both in respect of building fabric and associated facilities and complaint mechanical and electrical condition ensuring compliance with H&S legislation and the new Building Safety Act 2022 which will have to be adhered to.

Our Performance Indicators will measure the % of planned maintenance completed in respect of priority 1,2,3 works identified by condition surveys. It will also split capital and revenue costings and put in place a capital programme year on year.

# Planned Activities

Total number of planned activities  
**27**

## Types of Activities

Project  
**6**

Review  
**7**

One-off  
**8**

New Core Activity  
**6**

CBP / SAP Activities  
**5**

SAP Activities  
**22**

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Chertsey Depot Refurbishment - options appraisal	Organisational Development	01 October 2022	01 October 2022	30 June 2024	In progress
Project	Egham Business Park Defects	Environmental Sustainability		01 July 2021	30 June 2024	In progress
Project	Civic Centre Refurbishment	Environmental Sustainability	01 October 2023	14 September 2023	26 February 2025	In progress
Project	Addlestone 2 - Feasibility	Economic Development	01 July 2024		31 March 2025	Not started
Project	Chertsey Depot Refurbishment - Implementation	Health and Wellbeing	01 July 2024		31 March 2025	Not started
Project	Barrsbrook Farm Redevelopment	Health and Wellbeing	01 April 2023	01 April 2023	01 April 2026	In progress

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	Abbey Groves Plan	Economic Development		01 July 2023	30 April 2024	In progress
Review	Complete EPC Rating Survey of all Operational Assets	Climate Change		01 July 2023	31 October 2025	In progress
Review	Egham Orbit	Organisational Development		01 September 2023	31 March 2025	In progress
Review	Kings Lane / Old Hallowegians	Health and Wellbeing	01 April 2023	01 August 2023	01 April 2026	In progress
Review	Public Car Park Condition of asset	Economic Development	01 April 2024		31 March 2025	Not started
Review	Review of Egham Precinct leases	Economic Development	01 January 2023	01 January 2023	31 March 2026	In progress
Review	Skate park Pre-Planning - Addlestone	Health and Wellbeing		01 August 2023	31 March 2026	In progress

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	Addlestone 1 - Witley House	Economic Development		01 September 2023	30 April 2024	In progress
One Off	Condition Surveys M&E and Building Fabric	Economic Development	01 April 2024		30 September 2024	Not started
One Off	Strategy for Chiswick Green	Economic Development	01 April 2024		30 September 2024	Not started
One Off	Asset Challenge	Organisational Development	01 April 2023	01 August 2023	31 March 2025	In progress
One Off	Identify and evaluate all options for operational rationalisation of local power generation	Climate Change	01 April 2024		31 March 2025	Not started
One Off	New Haw Community Centre	Economic Development		01 September 2023	31 March 2025	In progress
One Off	RBCs property portfolio valuation 2024/25	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Review Asset Strategy in line MSCI data	Economic Development	01 April 2024		31 March 2025	Not started

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New Core Activity	Commercial and Regeneration priorities in formal decision making and oversight		02 January 2024		19 December 2024	Not started
New Core Activity	Compliance with Building Safety Act 2022 in 2024/25.	Organisational Development	01 April 2024		31 March 2025	Not started
New Core Activity	FM contractor service management	Economic Development	01 April 2024		31 March 2025	Not started
New Core Activity	Improve reporting on investment performance and expected returns		02 January 2024		19 December 2024	Not started
New Core Activity	Portfolio climate change initiatives	Environmental Sustainability	01 April 2023	01 April 2023	31 March 2026	In progress
New Core Activity	Sinking fund analysis		02 January 2024		19 December 2024	Not started

Total Number of CBP Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Addlestone 2 - Feasibility	Economic Development	01 July 2024		31 March 2025	Not started
One Off	Identify and evaluate all options for operational rationalisation of local power generation	Climate Change	01 April 2024		31 March 2025	Not started
Review	Complete EPC Rating Survey of all Operational Assets	Climate Change		01 July 2023	31 October 2025	In progress
Project	Barrsbrook Farm Redevelopment	Health and Wellbeing	01 April 2023	01 April 2023	01 April 2026	In progress
Review	Kings Lane / Old Hallowegians	Health and Wellbeing	01 April 2023	01 August 2023	01 April 2026	In progress

Total Number of SAP Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	Abbey Groves Plan	Economic Development		01 July 2023	30 April 2024	In progress
One Off	Addlestone 1 - Witley House	Economic Development		01 September 2023	30 April 2024	In progress
One Off	Asset Challenge	Organisational Development	01 April 2023	01 August 2023	31 March 2025	In progress
Project	Chertsey Depot Refurbishment - Implementation	Health and Wellbeing	01 July 2024		31 March 2025	Not started
Project	Chertsey Depot Refurbishment - options appraisal	Organisational Development	01 October 2022	01 October 2022	30 June 2024	In progress
Project	Civic Centre Refurbishment	Environmental Sustainability	01 October 2023	14 September 2023	26 February 2025	In progress
New Core Activity	Commercial and Regeneration priorities in formal decision making and oversight		02 January 2024		19 December 2024	Not started
New Core Activity	Compliance with Building Safety Act 2022 in 2024/25.	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Condition Surveys M&E and Building Fabric	Economic Development	01 April 2024		30 September 2024	Not started
Project	Egham Business Park Defects	Environmental Sustainability		01 July 2021	30 June 2024	In progress
Review	Egham Orbit	Organisational Development		01 September 2023	31 March 2025	In progress
New Core Activity	FM contractor service management	Economic Development	01 April 2024		31 March 2025	Not started
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One Off	New Haw Community Centre	Economic Development		01 September 2023	31 March 2025	In progress
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One Off	RBCs property portfolio valuation 2024/25	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Review Asset Strategy in line MSCI data	Economic Development	01 April 2024		31 March 2025	Not started
Review	Review of Egham Precinct leases	Economic Development	01 January 2023	01 January 2023	31 March 2026	In progress
New Core Activity	Sinking fund analysis		02 January 2024		19 December 2024	Not started
Review	Skate park Pre-Planning - Addlestone	Health and Wellbeing		01 August 2023	31 March 2026	In progress
One Off	Strategy for Chiswick Green	Economic Development	01 April 2024		30 September 2024	Not started

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# Runnymede Borough Council

## Service Area Plan 24/25

### Finance

## FINAL FOR COMMITTEE APPROVAL

#### Approvals

Approved by CLT:

Approved by Corporate Management Cttee:

Dec 13<sup>th</sup> 2023

DATE

# Service Area Plan for Financial Year 2024/25

**Service Area:** Finance

**Corporate Head of Service:** Paul French

**Supported by:** Aidar Ismailov, Sam Cooper, Emma Lyons

**Version:** FINAL DRAFT

## Mission statement

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

### Service Area Narrative

A restructure of the finance team was undertaken in 2022/23 to help alleviate the loss of several key personnel and to try and solve ongoing recruitment issues. As of September 2023, the team were finally fully resourced with a mix of internal promotions and external recruitment, most of which have no, or limited, local government finance experience and one team member has been brought into the accountancy team with no prior accounting experience under a new “grow your own” ethos.

Whilst it will take time for these new team members to settle in, we are already beginning to see some tangible benefits with new ways of working and a replacement of an over-reliance on paper hard copy files. This will be further assisted by the implementation of the new joint HR/Payroll system due to go live in April 2024 followed by the tendering for a much-needed new Financial Management System (FMS).

As well as the day-to-day activities of a busy finance department, the team are very much embroiled in many of the various projects and initiatives set out in the CBP (Corporate Business Plan) from participating in service reviews, assessing benefits packages, and assisting in reviewing and developing new policy creation. Some team members will also become heavily involved in the non-statutory Best Value notice response programme. In all initiatives, the team ensure the financial consequences of decisions are planned, analysed and are robust and financial governance procedures are adhered to.

# Service Information

## Service Area: Finance

Service Area 1:	Accountancy
Service Area 2:	Exchequer Services
Service Area 3:	Other

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. This includes ensuring that the Council's plans and strategies are affordable and that there is sufficient money available to deliver them. This is achieved by robust budgeting and forecasting and the diligent collection and investment of money.

### Description of Service (1) Accountancy

Main Purpose:

- Prepares and maintains the Council's Medium Term Financial Strategy (MTFS)
- Prepares, updates and monitors the Capital & Investment Strategy ensuring adherence to CIPFA and DLUHC requirements.
- Prepares, updates and monitors the Treasury Management Strategy ensuring adherence to CIPFA and DLUHC requirements.
- Monitors and prepares the Council's Housing Revenue Account, General Fund and Capital budgets.
- Produces the final accounts for the Council in accordance with professional and statutory guidance and regulations.
- Undertakes ongoing budget monitoring and reporting to SLT, Members and other stakeholders as appropriate.
- Providing on-going financial planning and advice to Members and officers at committee meetings, project groups, working parties, departmental team meetings and on a daily basis.
- Undertakes in excess of £200million of investments a year- which need careful investment and risk management – and maintains the Council's borrowing position (approx. £650million).
- Provides a full bookkeeping, accounting and treasury service to the Council's three companies including accounts payable to two of the Council's companies.
- Quarterly treasury management reporting to Members and other stakeholders.

- Daily banking, cashflow and treasury management recording.
- Arranging training and refresher sessions on the use of The Council's Financial Management Systems and on the Council's Financial Regulations
- Completion of, and advice on, grant claims and completion of an ever-growing list of statutory returns to government and other stakeholders
- Monthly VAT returns, VAT compliance, advice and annual Partial Exemption calculation.

## **Description of Service (2) Exchequer Services**

Main Purpose:

Accounts Payable (Creditors)

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

Payroll

- Undertakes the payroll for employees, Members, election staff & RBC Companies (approximately 6,500 transactions per year).
- Apply pay increases and tax code changes for all staff, members and employees for the three Runnymede payrolls.
- Submitting NFI returns for Payroll – Subsequently reviewing all returns and investigate any errors or potential cases of fraud.
- Annual pension auto-enrolment exercise (tri-annual exercise but undertaken for three payrolls with different enrolment dates).
- Annual Gender Pay reporting in conjunction with HR.
- Annual salary return for HR.
- Year-end reconciliation & subsequent returns such as P11D, pension, P60's.
- Procuring, implementing and monitoring the Councils Pension AVC and Cah Health Plan contracts

Purchasing

- Carries out the Council's central purchasing function including stationery, envelopes, uniforms and cleaning products and negotiates/locates cheaper deals to save the Council money.
- Monthly purchase card statements, reviewing and extracting VAT total and transparency reporting for web site.
- Continual review of prices to obtain value for money when ordering stationery, uniforms and cleaning products.
- Review staff purchases to check that value for money is being achieved service by service and top spending one off purchases.
- Ongoing training of staff in the Purchase to Pay system requirements and general Financial Management

#### Accounts Receivable (Debtors)

- Issues and chases over 21,000 invoices a year amounting to over £22million per annum.
- Provides a full debtors service to the Council's three companies and to Surrey Heath BC's Community Services customers (including billing for service charges and insurance).
- When necessary, visits debtors to recover money owed and if necessary, negotiate instalments.
- Year-end reconciliation and subsequent returns.
- Apply all fees and charges changes for April billing.

#### Income Management

- Receives (and deposits into account), allocates and reconciles all of the Council's cash receipts. Ensures revenue accounting for corresponding income, including year-end accruals.
- Maintaining Payment Card Industry (PCI) accreditation for the Council's income collection methods (mobile handheld terminals etc), keeping up to date with changes in legislation, returning compliant Self-assessment questionnaires and undertaking quarterly penetration scans and uploading results.
- Maintaining and managing Council's main revenue management system (Civica) and relevant controls
- Maintaining and managing Council's payment systems – Cardnet, Allpay, GovPay, PayPal etc.
- Maintaining and managing the Council's BACS processes

#### Insurance

- Arranges and manages the Council's insurances and that of its companies.
- Handles, reports and manages approx. 75 claims a year.

- Provision of insurance advice for Council's contracts
- Complete, submit and agree new insurance renewal terms and the management of all insurance claims during the year.
- Recharging all insurance premiums to the Council and Council owned company commercial and residential tenants.
- Submitting NFI returns for Insurance – Subsequently reviewing all returns and investigate any errors or potential cases of fraud.

### **Description of Service (3) Other**

Main Purpose:

Other business as usual activities undertaken in the department include:

- Staff Appraisals using the competency framework along with formalising one to ones and quarterly meetings
- Adhering to ongoing external audit requests for both the Council and it's companies – throughout the year
- Maintaining external relations with suppliers, ICT system suppliers, insurance, banking and treasury relationships
- Retendering for Treasury Management consultants, banking and payments services, Insurance services, insurance brokers, Stationery contracts, Cash collection contracts etc
- Update Business Plans, Business Continuity Plans etc.
- Credit management and advice for contracts and investments
- Managing internal and statutory financial reviews and audits
- Contracts and projects financial performance and appraisal advice

# Planned Activities

Total number of planned activities  
**8**

## Types of Activities

Project  
**4**

Review  
**1**

One-off  
**2**

New Core Activity  
**1**

## CBP / SAP Activities

CBP Activities  
**0**

SAP Activities  
**8**

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Payroll System Implementation (HR/Payroll system)	Organisational Development	09 May 2023	09 May 2023	01 April 2024	In progress
Project	Banking Services	Organisational Development	01 February 2024		31 December 2024	Not started
Project	Income Management System	Organisational Development	01 October 2023	01 October 2023	24 July 2025	In progress
Project	Finance Management System Tender	Organisational Development	01 November 2023	13 November 2023	01 April 2026	In progress

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	BACS System Review	Organisational Development	01 July 2024		31 December 2025	Not started

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	NFI creditor & payroll data submission	Organisational Development	01 September 2024		30 September 2024	Not started
One Off	Insurance Brokerage Services	Organisational Development	01 June 2024		31 March 2025	Not started

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New Core Activity	International Financial Reporting Standard 16: Leases	Organisational Development	01 April 2023	01 April 2023	31 March 2025	In progress

Corporate Business Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress

Service Area Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	BACS System Review	Organisational Development	01 July 2024		31 December 2025	Not started
Project	Banking Services	Organisational Development	01 February 2024		31 December 2024	Not started
Project	Finance Management System Tender	Organisational Development	01 November 2023	13 November 2023	01 April 2026	In progress
Project	Income Management System	Organisational Development	01 October 2023	01 October 2023	28 July 2024	In progress
One Off	Insurance Brokerage Services	Organisational Development	01 June 2024		31 March 2025	Not started
New BAU	International Financial Reporting Standard 16: Leases	Organisational Development	01 April 2023	01 April 2023	31 March 2025	In progress
One Off	NFI creditor & payroll data submission	Organisational Development	01 September 2024		30 September 2024	Not started
Project	Payroll System Implementation (HR/Payroll system)	Organisational Development	09 May 2023	09 May 2023	01 April 2024	In progress

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# Runnymede Borough Council

## Service Area Plan 24/25

### Customer, Digital and Collection Services

#### **FINAL FOR COMMITTEE APPROVAL**

#### Approvals

Approved by CLT:

Approved by Corporate Management Cttee:

Dec 13<sup>th</sup> 2023

DATE

# Service Area Plan for Financial Year 2024/25

**Service Area:** Customer, Digital and Collection Services

**Corporate Head of Service:** Linda Norman

**Supported by:** Stephen Bowen, Adam Hecquet, Gaynor McKenna, Fran Butler and Ed Bowen

**Version:** FINAL DRAFT

## Mission statement

From April 2023, Customer Services still had vacancies across the service area which had a major impact in service delivery. A new Customer Services Team Leader was appointed in April 23 together with three other staff on the statutory team to try to create some resilience. Customer Services is an area with a high turnover of staff particularly on the statutory team which requires in depth legislative knowledge of both Council Tax and Housing. Housing repair work has transferred to MCP but unfortunately due to technical issues with interfaces, Customer Services have continued to log repair calls on behalf of MCP until November 23 which had a further impact on resources.

Work has continued with the website and customer relationship management system to enable customers to self-serve and reduce the need to contact the Council via more traditional methods such as telephone, letter, face to face and email. Call volumes have started to reduce and following a further vacancy in Customer Services, this post has been reviewed and a new role of Customer and Digital Engagement Officer has been created to sit across both the Customer Services Team and the Transformation Team to continue improving the on-line experience to enable more customers to self-serve.

Staff retention has been an issue across all areas within the division with vacancies carried across Revenues, Benefits, Infrastructure & Operations as well as the Transformation Team.

Revenues and Benefits continue to face legislative challenges with the cost-of-living crisis and continue to administer various grants from the Government in a relatively short period of time. The Business Rates Revaluation has been successfully implemented in April 23 along with the various Energy and Fuel grants. The Enforcement Agent contract is due for renewal in December 23 and the team have undertaken a procurement exercise to include all debt owed to the Council and create a corporate debt contract to facilitate collection of multiple debts. This new contract will commence from 1 April 2024.

The new CTS scheme for 23/24 was implemented on time and to budget and has simplified the process which has reduced the number of days to process new claims from 27 to 19

days. In addition, the Benefits Team continues to administer the various tranches of the Household Support Fund ensuring much needed support is targeted to those most in need. Housing Benefit Overpayment Recovery has also transferred to the Housing Benefit Team with £1m to review and collect.

The Homes for Ukrainian Team are responsible for the administration of the Government Homes for Ukraine initiative. The Team comprises of two resettlement co-ordinators and one translator. The team are responsible for supporting both host and refugees families, working with government agencies, voluntary sector and Surrey CC to ensure refugees are supported and assist them with integration into the community. Welfare checks are carried out every three months to minimise breakdowns in relationships and the need to re-match with other hosts. The scheme has been extended until March 24 to reduce the risk of homelessness albeit with a reduced budget per refugee which will bring challenges around how much support the team can offer with regards to housing costs.

On-street parking enforcement returned to Surrey CC on 1 April 2023 with a smooth transition to the new contractors. SCC have extended the agency agreement in relation to the collection and enforcement of residual PCN's which the team are continuing to recover. The new case management system for council owned car parks has gone live and the Environment and Sustainability have approved the capital expenditure to replace the pay and display machines with new updated machines across all car parks with Automated Number Plate Recognition (ANPR) installed in four car parks. The procurement of the new machines will commence during 2023/24 with implementation in 2024/25.

Both teams within Digital Services have been carrying vacancies whilst delivering 'The Getting Fit for the Future' Transformation Programme. The Transformation Team is fully staffed from November 23 and a new post of GIS and Address Officer will be transferred from Building Control team to create resilience and efficiencies around the Council's property data.

Several back-office systems will need replacing over the next four years and cyber security is becoming a high priority across the organisation with a need to protect personal data and ensure systems are safe and secure. A hardware refresh was successfully delivered to support the Hybrid Working Project where over 300 staff were moved to secure access through laptops and facilitated hot-desking by standardising kit across the Council. The team are now focusing on the IT member device refresh and other hardware replacement projects to ensure the Council's various operating systems remain secure.

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

# Service Information

## Service Area: Customer, Digital and Collection Services

Service Area 1:	Customer Services
Service Area 2:	Digital Services
Service Area 3:	Post and Document Management Services
Service Area 4:	Housing Benefits
Service Area 5:	Revenues
Service Area 6:	Parking Services
Service Area 7:	Homes 4 Ukraine

### Description of Service (1) Customer Services

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

This service is split into two distinct areas:

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

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

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

- Environmental protection (fly tipping, abandoned vehicles, stray dogs, graffiti, noise, anti-social behaviour)
- Registration of public health licenses (dog breeding, tattoos, piercing, acupuncture, food safety)
- Parking – processing PCN's, DVLA access, appeals

- Parking permits
- Green waste
- Food waste
- Street cleansing
- Rubbish & Recycling
- Halls & Day centres
- Leisure and sports bookings
- Events in parks

The team deal with general high-volume enquiries including:

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

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

- Amount of correspondence received in relation to Customer Services in 22/23 - 51,807
- Number of telephone calls taken in Customer Services in 22/23 - 131,793

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

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

The core objectives for the team are:

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

The team have responsibility for:

- Cyber security audit.
- Penetration test and PSN compliance.
- Microsoft home office for staff.
- Member device and support.
- Regular software upgrades of back-office systems.
- Obtain and maintain PCI DSS compliance.
- Obtain and maintain PSN certificate and compliance.
- Disaster Recovery and Business Continuity testing.
- Maintain Digital services contract register & system asset database.
- Update Business Continuity Plan.

Key Functions and relevant Statistics from Previous Year:

- Service Desk stats April 2022 to March 2023 is 4780 compared to 5247 for April 21 to March 22

### **Description of Service (3) Post and Document Management Services**

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

Key Functions and relevant Statistics from Previous Year:

- Outgoing mail for 22/23 is 224,628 compared to 185,552 for 21/22 year
- Incoming mail from April 22 to March 23 is 15,477. April 23 to Sept 23 is 17,941

### **Description of Service (4) Housing Benefits**

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

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

Key Functions and relevant Statistics from Previous Year:

- Amount of correspondence received in relation to Housing Benefits in 22/23 46,444
- Number of telephone calls taken in Housing Benefits in 22/23 7,484
- Number of visitors to reception in relation to Housing Benefits in 22/23 1,926

### **Description of Service (5) Revenues**

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

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

Key Functions and relevant Statistics from Previous Year (22/23):

- Council Tax collection rates – 97.9%
- Business Rates collection rates – 98.6%
- Recovery notices for Council Tax – 20,132
- Recovery notices for Business Rates – 1,834
- Number of DD payers for Council Tax – 26,964
- Number of DD payers for Business Rates - 826
- Amount of correspondence received in relation to Council Tax – 11,594 (Back Office) - 11,822 (Customer Services)
- Amount of correspondence received in relation to Business Rates – 3,589
- Number of telephone calls taken in Council Tax - 736

### **Description of Service (6) Parking Services**

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

In 2022/23, the team issued 7,603 PCNs and answered 3,392 calls. The Team deal with all aspects from informal challenge to Tribunal Hearings. The Civil Enforcement Officers patrol 37 hours a week across 7 days from 7.00 in the morning to 7.00pm at night on a rota to ensure service delivery.

## **Description of Service (7) Homes 4 Ukraine**

Main Purpose: The Homes for Ukrainian Team are responsible for the administration of the Government Homes for Ukraine initiative. The total budget across two years is approximately £897k which will go towards administering the scheme including thank you payments to hosts and support with Housing costs as required. The Team comprises of two resettlement co-ordinators and one translator. The team are responsible for:

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



# Planned Activities

Total number of planned activities  
**24**

### Types of Activities

Project  
**15**

Review  
**2**

One-off  
**1**

New Core Activity  
**6**

### CBP / SAP Activities

CBP Activities  
**10**

SAP Activities  
**14**

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	ANPR and Pay Display	Economic Development	01 February 2024	01 February 2024	31 March 2025	In progress
Project	Event management and bookings software	Economic Development	01 December 2023	02 January 2024	30 September 2024	In progress
Project	HR & Payroll System Delivery	Organisational Development		01 May 2023	31 July 2024	In progress
Project	Members Device Refresh	Organisational Development	01 April 2023	01 July 2023	30 May 2024	In progress
Project	Waste & recycling software	Environmental Sustainability	01 December 2023	01 February 2024	31 March 2025	In progress
Project	Financial Management System	Organisational Development	01 April 2024		31 December 2025	Not started
Project	Gazetteer software replacement as SaaS	Organisational Development	01 April 2024		31 March 2025	Not started
Project	Procure and implement a new Environmental Services system	Organisational Development	01 April 2025		31 March 2026	Not started
Project	SAN replacement		01 April 2024		31 March 2025	Not started
Project	SIEM upgrade to SaaS	Organisational Development	01 April 2024		31 March 2025	Not started
Project	Telephony review	Organisational Development	01 April 2024		30 November 2025	Not started
Project	UCS replacement	Organisational Development	01 April 2024		31 March 2025	Not started
Project	VOIP for remote sites	Organisational Development	01 April 2024		31 March 2025	Not started
Project	WAN replacement of Unicorn lines	Organisational Development	01 April 2024		31 March 2025	Not started
Project	Web chat options to help customers access information and services.	Organisational Development	01 April 2024		31 March 2025	Not started

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	Digital Services training requirements / skills audit.	Organisational Development		01 April 2023	31 March 2026	In progress
Review	EV Charging Point Implementation	Environmental Sustainability	01 April 2024		31 March 2025	Not started

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	WCAG 2.2 Web Accessibility	Organisational Development	01 December 2023		30 June 2024	Not started

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New Core Activity	Continuous improvement plan for Website, CRM and online forms and services	Organisational Development	01 April 2024		31 March 2025	Not started
New Core Activity	Cyber Security Training	Organisational Development		01 April 2023	31 March 2026	In progress
New Core Activity	Digital Services to provide IT training to newly elected members.	Organisational Development	01 May 2024		30 September 2024	Not started
New Core Activity	Online content annual rolling review and improvement programme.	Organisational Development	01 April 2024		31 March 2025	Not started
New Core Activity	Technology continuous improvement.	Organisational Development	01 April 2024		31 March 2025	Not started
New Core Activity	Welfare reform software	Empowering Communities	01 December 2023		31 March 2025	Not started

Corporate Business Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Members Device Refresh	Organisational Development	01 April 2023	01 July 2023	30 May 2024	In progress
One Off	WCAG 2.2 Web Accessibility	Organisational Development	01 December 2023		30 June 2024	Not started
Project	HR & Payroll System Delivery	Organisational Development		01 May 2023	31 July 2024	In progress
New Core Activity	Digital Services to provide IT training to newly elected members.	Organisational Development	01 May 2024		30 September 2024	Not started
Review	EV Charging Point Implementation	Environmental Sustainability	01 April 2024		31 March 2025	Not started
New Core Activity	Online content annual rolling review and improvement programme.	Organisational Development	01 April 2024		31 March 2025	Not started
New Core Activity	Technology continuous improvement.	Organisational Development	01 April 2024		31 March 2025	Not started
Project	Web chat options to help customers access information and services.	Organisational Development	01 April 2024		31 March 2025	Not started
New Core Activity	Cyber Security Training	Organisational Development		01 April 2023	31 March 2026	In progress
Project	Procure and implement a new Environmental Services system	Organisational Development	01 April 2025		31 March 2026	Not started

Service Area Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	ANPR and Pay Display	Economic Development	01 February 2024	01 February 2024	31 March 2025	In progress
New Core Activity	Continuous improvement plan for Website, CRM and online forms and services	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Digital Services training requirements / skills audit.	Organisational Development		01 April 2023	31 March 2026	In progress
Project	Event management and bookings software	Economic Development	01 December 2023	02 January 2024	30 September 2024	In progress
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Project	UCS replacement	Organisational Development	01 April 2024		31 March 2025	Not started
Project	VOIP for remote sites	Organisational Development	01 April 2024		31 March 2025	Not started
Project	WAN replacement of Unicorn lines	Organisational Development	01 April 2024		31 March 2025	Not started
Project	Waste & recycling software	Environmental Sustainability	01 December 2023	01 February 2024	31 March 2025	In progress
New Core Activity	Welfare reform software	Empowering Communities	01 December 2023		31 March 2025	Not started

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# Runnymede Borough Council

## Service Area Plan 24/25

### Human Resources

#### FINAL FOR COMMITTEE APPROVAL

##### Approvals

Approved by CLT:

Approved by Corporate Management Cttee:

Dec 13<sup>th</sup> 2023

DATE

# Service Area Plan for Financial Year 2024/25

**Service Area:** Human Resources

**Corporate Head of Service:** Kate Enver

**Supported by:** Joanne Attrill

**Version:** FINAL DRAFT

## Mission statement

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

Key external contacts:

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

The success of any organisation strongly co-relates to the skills, commitment, motivation, experience and contribution made by its workforce. HR has a major part to play in supporting managers to attract, develop, motivate and retain this workforce.

Our priorities for the next year will include improving our recruitment service by deploying a new Applicant Tracking System (ATS) that will allow us to manage vacancies more

effectively, present a more professional face to the external market, gather useful management information and speed up the end-to-end process. The solution will empower managers to explore and use a wider range of tools and talent sourcing routes to attract the best candidates and to look at a range of measures to effectively induct them.

In addition, HR is a key partner in the deployment of a new HR/Payroll solution that will ensure efficient employee and Manager self-service and deliver high quality management information whilst avoiding the need for “double keying” of data.

The new system will allow a more holistic approach to workforce planning to ensure we are developing the skills we need for the future.

Our current reward practice requires a fundamental review. We will need to decide if we are to continue to live with the inherent risks of a system that;

- Is not underpinned by job evaluation.
- That lacks a job family approach to reflect widely different market conditions for key skill sets such as Legal, Environmental Health and Planning.

The review will include whether a flexible benefits package as well as employee well-being initiatives will appeal to different demographics. For example, work to support the council to enhance our Disability Confident status from Committed to Confident status and to deliver key actions to continue to actively work towards reducing the Gender Pay Gap. In addition, we have been looking at options to re-model the lower end of the pay structure to deal with the annual increases to the National Living Wage which may require a full review of pay grading and reward strategy.

Having completed the Tier 3 training for Senior managers including Change Management, Emotional Intelligence and Political Awareness training. We have commenced the Tier 1 and 2 Management Development Training for first line supervisors (Tier 1) and Middle Managers (Tier 2). Leadership Development is one of the key strands to ensuring the most effective management and leadership of staff to achieve the best outcomes.

In terms of ongoing services to be delivered, HR has now embedded a Business Partnering model. We now have a Senior Business Partner and 2 Business Partners who each work with a group of service areas to ensure they get high quality advice to address their people issues and develop their staff. The Recruitment and Retention Manager supervises two HR Assistants who deal with recruitment and selection, onboarding and induction of new staff and all day-to-day operational HR issues including liaison with Payroll. One of the Business Partners also looks after employee health and safety. They regularly refresh our Health and Safety processes and train new staff on Fire Safety, First Aid etc., In addition they work with other staff with H&S responsibilities to ensure maximum synergies. Another Business Partner has been working with the Head of HR on re-tendering our OH contract with a new supplier commencing shortly. They are running a series of refresher sickness management training sessions for managers. In addition, they are working with other key stakeholders at other Well-being initiatives for staff including the introduction of an Employee Assistance Programme and supporting our team of Mental Health first aiders in the council.

As well as the deployment of the new Applicant Tracking System, the Recruitment and Retention Manager runs refresher training on Recruitment and Selection. A recruitment toolkit has been developed to assist managers.

The OD and Talent Management Strategies have a strong emphasis on effective leadership, motivation and employee development. However clearly the investment in staff training is subject to sustaining the corporate training budgets. These strategies include introducing a

small graduate programme and internal staff development programme for highflyers. We also work with Managers to identify training needs for the wider workforce and incorporate these in training plans. Part of the forward plans for HR are refreshing employment policies as well as managing the day-to-day pressures of HR from casework, organisational reviews and recruitment. We will also be introducing Equalities training to ensure everyone supports and values the diverse workforce we employ.

The primary challenge is of course fulfilling our ambitious programme alongside the operational pressures of a busy HR team. The anticipated drivers for change and challenges are most likely to result from the “war for talent”, the financial backdrop facing local and central government and the impact on the workforce of the cost-of-living crisis.

The other significant pressure will result from the work to implement the new HR and Payroll system. This type of project normally places a lot of work pressure on the service area concerned for a year to 18 months. However, once an integrated HR and Payroll system with employee and managerial self-service is introduced this should drive future efficiencies within the organisation.

# Service Information

## Service Area: Human Resources

Service Area 1: HR Business Unit

### Description of Service (1) HR Business Unit

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

- Workforce planning – Ensuring the organisation has the workforce it needs now and in the future. This role includes recruitment and selection support to ensure that the right people are in place, at the right time, with the right skills to achieve the Council’s key priorities and service delivery to the community within the resources available. Maintenance of the HR computer system and scanned personnel records.
- Development of Employment policies - HR facilitates and protects the Council’s position as an employer through the provision of a robust framework of employment policies and procedures in accordance with best practice and employment law and supports managers to operate within them.
- Reward- Ensuring that reward practice delivers what the organisation needs in terms of attracting and retaining talent whilst make sure that value for money is at the heart of what we do.
- Learning and Development - Learning and Development provides a strategic approach to L&D within the organisation with the aim of lifting managerial and

employee skills within the organisation. HR also works in partnership with other Surrey Councils to provide a shared training programme covering certain aspects of employee and skills development. There is access to a suite of e-learning courses for immediate and cost-effective access to development tools. This area also has oversight of the Council's apprenticeship scheme.

- Reporting to Corporate Management Committee, HR Member Working Group and Leadership Team on employment issues, as required. This includes proposed changes to employment policies, Pay and Benefits, L&D, reporting workforce statistics etc. HR undertakes workforce monitoring required for performance indicators, Gender Pay Gap reporting, benchmarking and statutory returns and publishes workforce information required including annually on diversity of the workforce (Equality Act) and pay policy (Localism Act).
- Change Management - HR plays an important role in change management in facilitating whatever changes relating to the workforce are required including restructures, redundancies, TUPE transfers and any proposed changes to conditions of service or employment policy.
- Individual Casework - Supports managers in the management of individual cases including disciplinary, performance, grievance, re-grading, sickness management cases, (including liaison and referral to occupational health).
- Client management of the Occupational Health (OH) contract and employee counselling services.
- Consultation with UNISON over the annual pay review. Corporate or departmental organisational change and resolving issues arising over individual or specific matters.
- Advisory service - Responds to employment queries from managers, staff, and UNISON.
- Health and Safety advice and support relating to the workforce - including management and leadership of Safety Committee, development of safety policies, procedures and training and the introduction of well-being initiatives. The HR Business Partner responsible for H&S is part of the Team reporting directly to the Corporate Head of HR.
- Pensions – Maintaining up to date knowledge of the Local Government Pensions Scheme and obtaining quotes for employees as required.
- RBCS and RBCI – Providing a responsive HR service to RBCS and RBCI.

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

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

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

The HR team is composed as follows: -

- 1.0 FTE Corporate Head of Human Resources and Organisational Development - Kate Enver

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

Kate Enver is the new Corporate Head of Human Resources and Organisational Development who started with Runnymede BC in January 2024.

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

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

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

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

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

Key Business Unit/Team statistics/volumes:

All the figures below relate to the period between 1st April 2022 and 31st March 2023:

- Average headcount – 434; 383 (fte)
- Starters – 106
- Turnover – 18.8%



# Planned Activities

Total number of planned activities  
**20**

### Types of Activities

Project  
**3**

Review  
**6**

One-off  
**11**

New Core Activity  
**0**

### CBP / SAP Activities

CBP Activities  
**13**

SAP Activities  
**7**

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Management Development Programme	Organisational Development		01 November 2021	30 June 2024	In progress
Project	Develop networking groups across Service areas to maximise collaborative working	Organisational Development	01 April 2024		31 August 2024	Not started
Project	Fully implement and optimise the new Applicant Tracking System	Organisational Development	01 April 2024		31 March 2025	Not started

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	Active Travel for Employees	Climate Change	01 February 2024		28 February 2025	Not started
Review	Employee Engagement and Wellbeing Strategy (including Engagement Survey)	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Review Leadership and Management Development Offerings	Organisational Development	01 July 2024		31 March 2025	Not started
Review	Review the grading structure as part of the 2025 pay review	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Seek approval and introduce job evaluation	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Staff focus groups or workshops to inform decision-making.	Organisational Development	01 April 2025		30 September 2025	Not started

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	Develop and implement a hot desking policy.	Organisational Development	01 April 2024		30 June 2024	Not started
One Off	Fully implement and optimise the new HR and Payroll solution	Organisational Development		01 November 2021	31 July 2024	In progress
One Off	Service improvement subject matter experts (SMEs).	Organisational Development	02 September 2024		31 December 2024	Not started
One Off	Making Every Contact Count training	Health and Wellbeing	02 September 2024		31 March 2025	Not started
One Off	Maximise benefits of new Occupational Health Provider	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Review flexible benefits for potential introduction as part of the 2025 pay review .	Organisational Development	01 February 2024		31 March 2025	Not started
One Off	Develop Service Area training plans to enable development of 3-year Corporate Training Plan.	Organisational Development	01 April 2024		31 March 2026	Not started
One Off	Mediation training.	Organisational Development	01 April 2025		31 March 2026	Not started
One Off	Process re-engineering workshops within and between service areas to ensure maximum efficiency.	Organisational Development	01 April 2024		31 March 2026	Not started
One Off	Staff Benefits - Health Screening for the over 40s	Organisational Development	01 April 2025		31 March 2026	Not started
One Off	Talent Management Strategy Implementation	Organisational Development	01 April 2022	01 April 2023	31 March 2026	In progress

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress

Corporate Business Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	Develop and implement a hot desking policy.	Organisational Development	01 April 2024		30 June 2024	Not started
Project	Develop networking groups across Service areas to maximise collaborative working	Organisational Development	01 April 2024		31 August 2024	Not started
One Off	Service improvement subject matter experts (SMEs).	Organisational Development	02 September 2024		31 December 2024	Not started
Review	Active Travel for Employees	Climate Change	01 February 2024		28 February 2025	Not started
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One Off	Making Every Contact Count training	Health and Wellbeing	02 September 2024		31 March 2025	Not started
One Off	Review flexible benefits for potential introduction as part of the 2025 pay review .	Organisational Development	01 February 2024		31 March 2025	Not started
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Service Area Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Fully implement and optimise the new Applicant Tracking System	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Fully implement and optimise the new HR and Payroll solution	Organisational Development		01 November 2021	31 July 2024	In progress
Project	Management Development Programme	Organisational Development		01 November 2021	30 June 2024	In progress
One Off	Maximise benefits of new Occupational Health Provider	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Review the grading structure as part of the 2025 pay review	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Seek approval and introduce job evaluation	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Staff Benefits - Health Screening for the over 40s	Organisational Development	01 April 2025		31 March 2026	Not started

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# Runnymede Borough Council

## Service Area Plan 24/25

### Law & Governance

#### FINAL FOR COMMITTEE APPROVAL

##### Approvals

Approved by CLT:

Approved by Corporate Management Cttee:

Dec 13<sup>th</sup> 2023

DATE

# Service Area Plan for Financial Year 2024/25

**Service Area:** Law & Governance

**Corporate Head of Service:** Mario Leo

**Supported by:** Gary Lelliott, Kath Richards, Jacqui Ryan,  
Natalie Lacey and Anthony Falce

**Version:** FINAL DRAFT

## Mission statement

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

There are situations when a team will carry out dual functions such as supporting the overall work of the Council and discharging a statutory function e.g. Democratic Services, which in addition to the provision of support for the democratic process also deals with matters such as licensing of charitable collections and street closure orders.

The various teams contribute to the delivery of the Corporate Business Plan and five strategies that underpin it in a number of ways. Democratic Services facilitate decision making by the Council, which allows for the delivery of the five strategies. Legal Services provide high quality legal advice to ensure that the Council complies with its various legal obligations and discharges its regulatory functions for the benefit of the inhabitants of the Borough.

The Electoral Services Team supports the exercise of the democratic process by enabling people to register to vote and by organising various elections. They will be delivering changes introduced by the Elections Act 2022 over the next twelve months. These changes will create greater confidence in the integrity of the electoral process.

The Local Land Charges Team will have to deal with the transfer to HM Land Registry of certain functions in respect of providing information in response to Local Land Charges searches, which are part of the suite of information required by people when purchasing property.

The Council collects a vast range of personal data in order to deliver the various services it provides to its residents and businesses. The Information Governance Team and Data Protection Officer provide extensive advice and assistance to departments to ensure that they comply with the various legal obligations which exist in respect of Data Protection.

There are a number of challenges which the various teams in the Business Unit will face over the next twelve months. As has already been highlighted the Electoral Services Team will have to implement the various changes which have been introduced by the Elections Act 2022. They will also have to deliver the local elections in May 2024 and support the delivery of the election of the Surrey Police and Crime Commissioner.

The Democratic Services Team will have to deal with encouraging Members to move to paperless documentation for meetings. This is seen as an important initiative by Members and is viewed as addressing an element of the Green agenda the Council has adopted.

The Legal Services Team will face the challenge of providing legal advice in an environment where the recruitment of staff is proving difficult. This is not a problem which is unique to the Council or Legal Services.

There is a greater awareness amongst the public of the issue of Data Protection. Personal data has a value and valid concerns exist when any organisation collects personal data. Due to the types of services the Council provides it has to collect and use personal data. The Information Governance Team and the Data Protection Officer provide advice to the Council to ensure it meets its legal obligations and thereby provides reassurance to the public that their personal data is safe in the hands of the Council.

# Service Information

## Service Area: Law & Governance

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

### Description of Service (1) Electoral Services

Main Purpose: Responsible for overseeing the infrastructure of the electoral process, including electoral registration and conduct of elections. The team discharges the Council's legal obligation to provide support to the Chief Executive in his capacity as Electoral

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

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

### **Description of Service (2) Legal Services**

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

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

### **Description of Service (3) Democratic Services**

Main Purpose: Responsible for the provision of an efficient committee administration service to the Council, its committees, Member Working Parties, the provision of support to Councillors and supporting effective and lawful decision making.

The team also deals with miscellaneous administrative tasks such as some aspects of licensing, appointments to external bodies, some grant aid, some road closure/car parking orders, street trading consents, review of Constitution and maintenance of committee webpages. The team also prepares the Complaints/Compliments reports for Councillors and Officers. A further function of the team is to co-ordinate the Council's response to investigations by the Local Government and Social Care Ombudsman.

The team provides support to individual Councillors by acting as a source of information and advice, undertaking research, and maintaining the records of Member interests and service records. The team oversees the induction of newly elected members and providing support to the Independent Remuneration Panel when it undertakes its periodic reviews of Member allowances. The team's principal responsibility is to ensure that all the necessary legal and constitutional requirements are complied with to guarantee that the various meetings of the

Council are properly convened, and decisions are made lawfully. The team also provides senior support during the various elections organised by the Council. The team has five staff.

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

#### **Description of Service (4) Office Services**

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

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

#### **Description of Service (5) Information Governance**

Main Purpose: A small team that provides advice to the Council and staff in relation to Information Governance matters. The team will also undertake a review of the Council's existing Information Governance Strategy and review the way in which the Council manages its diverse information databases (to ensure all new compliance measures are demonstrated).

The function also deals with Freedom of Information requests received by the Council. In respect of Freedom of Information requests the officer concerned acts as a central point of contact for such requests, disseminates requests to colleagues for completion, co-ordinates responses to requests that span a number of service areas and provides advice and assistance to colleagues in respect of dealing with Freedom of Information requests. There is one full time member of staff discharging the function.

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

#### **Description of Service (6) Data Protection**

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

## **Description of Service (7) Local Land Charges**

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

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



# Planned Activities

Total number of planned activities  
**12**

## Types of Activities

Project  
**0**

Review  
**5**

One-off  
**2**

New Core Activity  
**5**

## CBP / SAP Activities

CBP Activities  
**0**

SAP Activities  
**12**

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	Constitution Review	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Council appointments to external bodies	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Review of Contract Standing Orders	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Review of Local Code of Governance	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Review of Property Delegations	Economic Development	01 April 2024		31 March 2025	Not started

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	Migration of Land Charges to HMLR	Organisational Development		01 September 2023	31 March 2025	In progress
One Off	Support delivery of election of Surrey Police and Crime Commissioner	Empowering Communities	01 April 2024		31 March 2025	Not started

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New Core Activity	Annual Election Register Canvass	Empowering Communities	01 April 2024		31 March 2025	Not started
New Core Activity	Conduct May 2024 Borough Elections	Empowering Communities	01 April 2024		31 March 2025	Not started
New Core Activity	Freedom of Information Act 2000 requests	Empowering Communities	01 April 2024		31 March 2025	Not started
New Core Activity	Full Council and Committees Agenda papers	Empowering Communities	01 April 2024		31 March 2025	Not started
New Core Activity	Induction of new Members elected in May 2024 Borough Elections	Empowering Communities	01 April 2024		31 March 2025	Not started

Corporate Business Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress

Service Area Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New BAU	Annual Election Register Canvass	Empowering Communities	01 April 2024		31 March 2025	Not started
New BAU	Conduct May 2024 Borough Elections	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Constitution Review	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Council appointments to external bodies	Empowering Communities	01 April 2024		31 March 2025	Not started
New BAU	Freedom of Information Act 2000 requests	Empowering Communities	01 April 2024		31 March 2025	Not started
New BAU	Full Council and Committees Agenda papers	Empowering Communities	01 April 2024		31 March 2025	Not started
New BAU	Induction of new Members elected in May 2024 Borough Elections	Empowering Communities	01 April 2024		31 March 2025	Not started
One Off	Migration of Land Charges to HMLR	Organisational Development		01 September 2023	31 March 2025	In progress
Review	Review of Contract Standing Orders	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Review of Local Code of Governance	Empowering Communities	01 April 2024		31 March 2025	Not started
Review	Review of Property Delegations	Economic Development	01 April 2024		31 March 2025	Not started
One Off	Support delivery of election of Surrey Police and Crime Commissioner	Empowering Communities	01 April 2024		31 March 2025	Not started

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# Runnymede Borough Council

## Service Area Plan 24/25

### Chief Executive's Office

#### **FINAL FOR COMMITTEE APPROVAL**

##### Approvals

Approved by CLT:

Approved by Corporate Management Cttee:

Dec 13<sup>th</sup> 2023

DATE

# Service Area Plan for Financial Year 2024/25

**Service Area:** Chief Executive's Office

**Corporate Head of Service:** Andrew Pritchard

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

**Version:** FINAL DRAFT

## Mission statement

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

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

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

- Provide organisational and office support to the Chief Executive including management of escalated complaints
- Provide support to the Chief Executive and wider Corporate Leadership Team (CLT)
- Interact and liaise with all service areas to help deliver Corporate Business Plan objectives
- Facilitate and manage cross-service initiatives including projects and service reviews as delegated by the Chief Executive
- Provide corporate training on project management and procurement

- Monitor and report progress and delivery against corporate KPIs (including achievement of the corporate Action Plan)
- Facilitate dynamic risk management across the organisation
- Facilitate and support best value, compliant procurement activity for all service areas
- Facilitate and manage professional communications and marketing for all service areas
- Identify and facilitate new funding bids to support service delivery within the Corporate Business Plan
- Represent the Council's interests as key stakeholder on strategic external projects
- Review and analyse emerging relevant policies and legislation to identify any changes required to existing corporate policy
- Organise civic events and support the Mayor's commitments
- Protect and enhance the reputation of the Council, instilling and embedding the corporate vision and values
- Deliver regular news updates, promoting the Council's work to the public.
- Run extended campaigns on specific topics ranging from elections to waste and recycling
- Deliver internal communications activity to keep colleagues informed of the direction of the Council and its priorities.
- Provide a design service for physical and digital content, working within a corporate style guide.

# Service Information

## Service Area: Chief Executive's Office

Service Area 1:	Corporate Strategy
Service Area 2:	Corporate Policy
Service Area 3:	Corporate Performance and Risk Management
Service Area 4:	Procurement Office
Service Area 5:	Project Management Office (PMO)
Service Area 6:	Emergency Planning and Business Continuity
Service Area 7:	External Projects
Service Area 8:	Bid and Funding Support
Service Area 9:	Partnership Management between RBC and Royal Holloway University of London (RHUL)
Service Area 10:	Public Relations and Marketing
Service area 11:	Internal communications
Service area 12:	Design of print and online documents and graphics and create video

### **Description of Service (1) Corporate Strategy**

Main Purpose: The PMO supports co-ordination of the Corporate Business Plan and ensure there is a strong 'golden' thread between the Corporate Business Plan, Corporate Action Plan and Business Unit/Service Area Plans (other members of SLT are responsible to ensure their team action plans and appraisals can also be linked to the Corporate Business Plan). Progress is regularly reviewed against the Corporate Business Plan and the annual Corporate Action Plan.

For 2024/25, the corporate performance system will be further developed to measure and report benefits realised through activities across the Council including the Savings programme.

### **Description of Service (2) Corporate Policy**

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

### **Description of Service (3) Corporate Performance and Risk Management**

Main Purpose: The PMO is responsible for continuous development, co-ordination and monitoring of the Corporate Performance system. Corporate performance data is captured, collated and analysed on a regular and frequent basis to provide reports to senior management and Members. To support this, a series of dashboards has been developed to summarise performance data which supplements written reports. The service area also oversees Surrey Benchmarking and the production of the Borough Profile.

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

The PMO supports and facilitates the Council's risk management framework. Risks are captured across the organisation to establish a 'golden thread' through assessment and escalation of risks identified through projects, contracts, service operations and external factors. Risks that score above a threshold form the Council's corporate risk register. Risk management is a dynamic process which the PMO monitors and produces reports for regular review at SLT, CLT and Standards and Audit Committee.

### **Description of Service (4) Corporate Procurement Office**

Main Purpose: The Corporate Procurement Office was established within the Council to ensure that purchases for the supply of goods/ works/ services are achieved in accordance with the Council's Contract Standing Orders and the relevant regulations.

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

The team are committed to supporting departments and contract managers in proactively planning for procurement exercises to ensure that due diligence is carried out and sufficient time is planned to prepare the requirements and documentation before an invitation to tender is issued. In doing this, we aim to deliver 'right first time' procurements that support

the Council's Mission to deliver services, enhance our environment, and improve the economy by working with local people and partners for the greater good of the community.

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

The team provide procurement training alongside a comprehensive toolkit of resources, templates and guidance. It is expected that the Procurement Bill will be adopted in October 2024 which will require a review and update of processes and procedures.

In 24/25 the team will, amongst other procurements, be supporting the emerging Fleet decarbonisation strategy and in conjunction with all services, prepare a forward plan and strategy for procurement requirements.

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

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

### **Description of Service (5) Project Management Office (PMO)**

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

The team supports a wide range of projects by leading as Project Manager on assigned corporate projects, taking responsibility end to end for successful project delivery or by supporting the Project Manager per se with preparation and maintenance of project documentation throughout the project life cycle.

For 2024/25, Officers of the PMO will be leading significant programmes of work including the Best Value response programme, the Service Review programme and the Savings and Efficiency programme.

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

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

In addition, the PMO has developed service discovery methodology. The objective of service discovery is to support services to identify opportunities for change to become more efficient and release resource capacity. The PMO will therefore continue to support service reviews prioritised and delegated by the Chief Executive during 2024/25.

## **Description of Service (6) Emergency Planning and Business Continuity, Emergency Response and Member Liaison**

Main Purpose: The functions of Emergency Response Planning are:

- Ensuring that the Council is compliant under the Civil Contingencies Act 2004 and can deliver its legal responsibilities as a Category 1 responder.
- Business Continuity plan management. This includes provision of emergency response training delivered by Applied Resilience Limited. Emergency Planning creates and updates a range of emergency plans working with key partners to effectively respond to incidents. Business Continuity involves working with the Senior Leadership Team to ensure there are service-level plans for how we would manage a major interruption to the delivery of services. The Business Continuity Plans sit underneath the overarching Emergency Response Plan.

Emergency Response comprises the following:

- Point contact and coordination for Applied Resilience, Surrey Local Resilience Forum, Safer Runnymede and internal communication from Business Units or Members in the event of an emergency 24/7, 365 days.
- Alerts and coordinates the Councils immediate response on an event basis up to the point at which an Incident Management Team meeting and / or BEC is convened to continue as integral part of the response at operational, tactical or strategic lead as required.
- Represents the Council at all SLRF meetings and provides intelligence and horizon scanning on up-and-coming high risk events / potential / developing emergencies.
- Takes and active role in the SLRF such as leading task force activities affecting the SLRF membership.
- Alerts relevant Corporate Heads / Service Areas of approaching potential emergencies e.g., extreme weather events and flooding.
- Provides Members liaison regarding information and ongoing updates on potential / expected emergency events.
- Audit and maintain appropriate emergency response supplies as appropriate including PPE, flood equipment, etc.



- Reviews and reports proposed policy changes relating the Council's Emergency Response to Members for approval.

### **Description of Service (7) External Projects**

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

Expansion of Heathrow Airport:

- representing the Boroughs interests and securing mitigation against the worst effects of expansion for its residents.
- Represent and actively participate in the Heathrow Strategic Planning Group (HSPG). The HSPG is a coalition of the Local Authorities affected by the activities on and around Heathrow Airport. The Group provides collective representation at Heathrow Consultation Forums, interaction with specific focus Heathrow related focus groups and commissions specialist consultancy expertise to enable the informed response of its members to statutory consultations on the airport.
- Respond to all public consultations presented by Heathrow Airports Limited relating the Air Space Change, Flight Paths, Expansion, Night Flying, etc. This is carried either directly or as a combined Local Authority response via the HSPG.
- working in partnership with Heathrow Airport Limited regarding joint grant / funding opportunities / Heathrow Energy Hub Strategy (Climate Change).
- securing sponsorship from Heathrow.

Ongoing major infrastructure projects affecting the Borough.

- River Thames Scheme:
  - Lead Officer and promoter of the scheme, ensuring that the Councils interests are best served throughout the design, funding, Development Consent Order consultation and examination process.
  - Local Authority representative for Tier 1 contractor selection panel.
  - River Thames Scheme lead for the 2 x Bridges Fund raising (£32m).
- Lobbying national government: Surface Access to Heathrow:
  - Maintaining a watching brief on all proposals brought forward for the creation of a rail link between London and Heathrow with special interest in the concept presented by Heathrow Southern Rail Ltd (HSRL) / MTR. The HSRL concept proposal has the highest potential impact and benefits for the economic success of the Borough.

### **Description of Service (8) Bid and Funding Support**

Main Purpose:

- To identify viable strategic applications for substantial funding from government and other sources, to help deliver the Council's plans and services.
- To identify alternative funding options to meet needs identified in the corporate business plan which otherwise would not be funded.
- To create and match pipelines of viable projects and funds, and project manage funding applications.
- To build a picture of the Corporate Business Plan aspirations of SLT and other relevant officers across RBC to identify opportunities that tie in CBP delivery.
- To provide a grant searching service to supply up-to-date funding intelligence.

### **Description of Service (9) Partnership Management between RBC and Royal Holloway University of London (RHUL)**

Main Purpose: Identify and coordinate combined projects between RHUL and the Council including:

- Securing specialist research and consulting services to support the objectives of the Councils Corporate Plan.
- Combined delivery of bid opportunities.
- Cooperation on joint initiatives e.g. delivery of an electric bicycle scheme to facilitate student transportation on and around campus while alleviating the pressure for on street parking causing congestion in Egham.
- Graduate training and work experience opportunities in the Council.

### **Description of Service (10) Public Relations and Marketing**

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

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

- Ensuring that information available to the public is timely, accurate and consistently delivered.
- Mass communication,
- Two-way communication,
- External corporate communication – highlighting the work of the organisation as an entity
- Service based communication, supporting individual service areas to raise their profile.

- Reactive issue handling,
- Marketing of Council services and facilities,
- Crisis communication, in conjunction with the senior leadership team, senior councillors, Applied Resilience and public sector partners.
- Media relations,
- Corporate internal communication,
- Owning and developing key channels of communication,
- Management of the Council's brand and presentation through its style guide,

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

### **Description of Service (11) Internal Communications**

Main Purpose:

- To help colleagues understand the role they play in achieving the aims of the organisation.
- To deliver a regular flow of news and information to celebrate successes, raise awareness of key programmes.
- To support the Chief Executive in engaging with colleagues across the Council through fora and other forms of messaging.
- To manage the Council's intranet, keeping core information up to date and enabling colleagues to update localised content.
- To advise managers on effective ways to deliver communications to their teams and support change when required.

### **Description of Service (12) Design of print and online documents, graphics and video**

Main Purpose:

- To ensure that the Council is presented as a single professional and trusted organisation through consistent and high standards of design in print, online and video content.
- To create individual designs
- To advise colleagues on service based design work, ensuring it meets corporate standards set out in our Style Guide.
- To create design work which supports the needs of frontline and professional services
- To work with service areas to ensure our presence in communities meets our style guide, is refreshed when appropriate and represents the Council well, contributing to our overall brand.

# Planned Activities

Total number of planned activities  
**17**

## Types of Activities

Project  
**5**

Review  
**4**

One-off  
**6**

New Core Activity  
**2**

## CBP / SAP Activities

CBP Activities  
**7**

SAP Activities  
**10**

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Savings and Efficiency Programme	Organisational Development	30 November 2022		31 July 2024	In progress
Project	Best Value Notice response programme	Organisational Development	02 January 2024	19 December 2023	19 December 2024	In progress
Project	Service Review Programme	Organisational Development	01 April 2023	01 May 2023	31 March 2025	In progress
Not Reported	RTS Development Consent Order	Empowering Communities		01 April 2021	31 March 2026	In progress
Not Reported	River Thames Project	Climate Change		01 April 2014	31 March 2030	In progress

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	E-newsletters	Organisational Development	01 July 2024		30 September 2024	Not started
Review	Intranet content	Organisational Development	01 August 2024		31 October 2024	Not started
Review	Review Corp Style Guide	Organisational Development	27 November 2023		01 April 2024	In progress
Review	Review of Instagram trial	Organisational Development	01 March 2024		31 October 2024	Not started

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	Update all social media and poster templates	Organisational Development	01 April 2024		30 June 2024	Not started
One Off	Procurement Bill	Organisational Development	01 April 2024		01 October 2024	Not started
One Off	Process improvement service champions.	Organisational Development	01 June 2024		21 December 2024	Not started
One Off	Communications mapping.	Organisational Development	01 October 2024		31 January 2025	Not started
One Off	Procurement re-launch	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Service improvement training.	Organisational Development	02 December 2024		31 March 2025	Not started

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New Core Activity	Facilitate dynamic risk management and reporting	Organisational Development	01 April 2024		31 March 2025	Not started
New Core Activity	Communications strategy	Organisational Development	01 June 2024		30 September 2024	Not started

Corporate Business Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New Core Activity	Communications strategy	Organisational Development	01 June 2024		30 September 2024	Not started
One Off	Process improvement service champions.	Organisational Development	01 June 2024		21 December 2024	Not started
One Off	Procurement re-launch	Organisational Development	01 April 2024		31 March 2025	Not started
One Off	Service improvement training.	Organisational Development	02 December 2024		31 March 2025	Not started
Project	Service Review Programme	Organisational Development	01 April 2023	01 May 2023	31 March 2025	In progress
Not Reported	RTS Development Consent Order	Empowering Communities		01 April 2021	31 March 2026	In progress
Not Reported	River Thames Project	Climate Change		01 April 2014	31 March 2030	In progress

Service Area Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Best Value Notice response programme	Organisational Development	02 January 2024	19 December 2023	19 December 2024	In progress
One Off	Communications mapping.	Organisational Development	01 October 2024		31 January 2025	Not started
Review	E-newsletters	Organisational Development	01 July 2024		30 September 2024	Not started
New Core Activity	Facilitate dynamic risk management and reporting	Organisational Development	01 April 2024		31 March 2025	Not started
Review	Intranet content	Organisational Development	01 August 2024		31 October 2024	Not started
One Off	Procurement Bill	Organisational Development	01 April 2024		01 October 2024	Not started
Review	Review Corp Style Guide	Organisational Development	27 November 2023		01 April 2024	In progress
Review	Review of Instagram trial	Organisational Development	01 March 2024		31 October 2024	Not started
Project	Savings and Efficiency Programme	Organisational Development	30 November 2022		31 July 2024	In progress
One Off	Update all social media and poster templates	Organisational Development	01 April 2024		30 June 2024	Not started

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# Runnymede Borough Council

## Corporate Action Plan for 2024/25

### FINAL FOR COMMITTEE APPROVAL

#### Approvals

Approved by CLT:

Approved by Corporate Management Cttee:

Dec 13<sup>th</sup> 2023

DATE

# Corporate Action Plan for 2024/25

## Planned Activities arising from all Service Area Plans

Total number of  
planned activities

**225**

CBP / SAP Activities

CBP Activities

**72**

SAP Activities

**153**

Total Number of CBP Activities

Service Area	Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Assets & Regeneration	External Project	Barrsbrook Farm Redevelopment	Health and Wellbeing	01/04/23	01/04/23	01/04/26	In progress
Assets & Regeneration	One Off	Identify and evaluate all options for operational rationalisation of local power generation	Climate Change	01/04/24		31/03/25	Not started
Assets & Regeneration	Project	Addlestone 2 - Feasibility	Economic Development	01/07/24		31/03/25	Not started
Assets & Regeneration	Review	Complete EPC Rating Survey of all Operational Assets	Climate Change		01/07/23	31/10/25	In progress
Assets & Regeneration	Review	Kings Lane / Old Hallowegians	Health and Wellbeing	01/04/23	01/08/23	01/04/26	In progress
CEO	New Core Activity	Communications strategy	Organisational Development	01/06/24		30/09/24	Not started
CEO	External Project	River Thames Project	Climate Change		01/04/14	31/03/30	In progress
CEO	External Project	RTS Development Consent Order	Empowering Communities		01/04/21	31/03/26	In progress
CEO	One Off	Service improvement training.	Organisational Development	02/12/24		31/03/25	Not started
CEO	One Off	Process improvement service champions.	Organisational Development	01/06/24		21/12/24	Not started
CEO	One Off	Procurement re-launch	Organisational Development	01/04/24		31/03/25	Not started
CEO	Project	Service Review Programme	Organisational Development	01/04/23	01/05/23	31/03/25	In progress
Community Services	New Core Activity	Work with leisure providers to ensure an Inclusive offer.	Health and Wellbeing	01/04/24		31/03/25	Not started

Community Services	One Off	Citizen's Panel	Empowering Communities	01/07/23	01/04/23	30/04/24	In progress
Community Services	One Off	Community Safety Strategy	Health and Wellbeing	01/04/22	01/04/23	31/03/25	In progress
Community Services	One Off	Homelink Service	Health and Wellbeing	01/01/24		30/09/24	Paused
Community Services	One Off	Create an arts and heritage partnership	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	One Off	Explore the viability of adopting the White Ribbon pledge.	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	One Off	Development of Walking for Health activities in the borough	Health and Wellbeing	01/07/24		31/03/25	Not started
Community Services	Project	Digitisation of telecare services - Equipment	Health and Wellbeing	01/04/22	01/04/23	31/03/25	In progress
Community Services	Project	Barrsbrook Farm Feasibility - Community Benefits	Health and Wellbeing	01/01/24		31/03/26	In progress
Community Services	Project	RPG Improvements	Health and Wellbeing	01/11/23	01/11/23	31/03/25	In progress
Community Services	Project	Play Space Improvement Programme	Health and Wellbeing	01/03/22	01/04/23	31/07/24	In progress
Community Services	Review	Procurement of future food supplier with consideration to sourcing products locally	Climate Change	01/07/24		31/03/25	Not started
Community Services	Review	Review the use and requirement of community assets and estate	Empowering Communities	01/04/24		31/03/25	Not started
Community Services	Review	Safer Runnymede Development	Health and Wellbeing	01/04/22	01/04/22	31/03/26	In progress
Community Services	Review	Egham Hythe Centre Community Hub - Viability	Health and Wellbeing	01/04/22	01/07/22	30/04/24	In progress
Community Services	Review	Vulnerable people policy in relation to emergency planning	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Review	Sports clubs facilities and infrastructure - Launch of Runnymede Sports Forum	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Review	Identify demand for additional allotment sites within the borough	Health and Wellbeing				Not started
Customer, Digital & Collection	New Core Activity	Cyber Security Training	Organisational Development		01/04/23	31/03/26	In progress
Customer, Digital & Collection	New Core Activity	Digital Services to provide IT training to newly elected members.	Organisational Development	01/05/24		30/09/24	Not started
Customer, Digital & Collection	New Core Activity	Technology continuous improvement.	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	New Core Activity	Online content annual rolling review and improvement programme.	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	One Off	WCAG 2.2 Web Accessibility	Organisational Development	01/12/23		30/06/24	Not started
Customer, Digital & Collection	Project	HR & Payroll System Delivery	Organisational Development		01/05/23	31/07/24	In progress
Customer, Digital & Collection	Project	Members Device Refresh	Organisational Development	01/04/23	01/07/23	30/05/24	In progress
Customer, Digital & Collection	Project	Procure and implement a new Environmental Services system	Organisational Development	01/04/25		31/03/26	Not started
Customer, Digital & Collection	Project	Web chat options to help customers access information and services.	Organisational Development	01/04/24		31/03/25	Not started



Customer, Digital & Collection	Review	EV Charging Point Implementation	Environmental Sustainability	01/04/24		31/03/25	Not started
Env Services	One Off	Depot Fuel Tank – DSO options appraisal	Climate Change	01/04/24		31/03/25	Not started
Env Services	Review	Rewilding, Replanting & Green Projects	Climate Change		01/02/23	01/02/26	In progress
Env Services	Review	HVO Fuel Review	Climate Change	01/04/24		31/03/25	Not started
Env Services	Review	Review current waste collection routes in the Borough - Route Optimisation	Climate Change				Not started
Housing	New Core Activity	New Homes EPC A	Climate Change	01/09/21	01/09/21	31/03/26	In progress
Housing	New Core Activity	Reduction of waste to landfill	Climate Change	01/03/21	01/03/21	31/03/30	In progress
Housing	New Core Activity	Identify Non-decent Homes	Health and Wellbeing	01/03/21	01/03/21	31/03/27	In progress
Housing	New Core Activity	Financial Inclusion	Health and Wellbeing	01/01/22	01/01/22	31/03/27	In progress
Housing	New Core Activity	Rough Sleeping	Health and Wellbeing	01/03/19	01/03/19	30/09/24	In progress
Housing	One Off	Council Heating Plan	Climate Change	01/04/24		30/04/30	Not started
Housing	Project	EPC C rating by 2030	Climate Change	01/01/22	01/01/22	31/03/30	In progress
Housing	Project	IRL Improvements	Health and Wellbeing		01/07/23	31/03/26	In progress
HR	One Off	Making Every Contact Count training	Health and Wellbeing	02/09/24		31/03/25	Not started
HR	One Off	Review flexible benefits for potential introduction as part of the 2025 pay, grading and reward review.	Organisational Development	01/02/24		31/03/25	Not started
HR	One Off	Talent Management Strategy Implementation	Organisational Development	01/04/22	01/04/23	31/03/26	In progress
HR	One Off	Service improvement subject matter experts (SMEs).	Organisational Development	02/09/24		31/12/24	Not started
HR	One Off	Develop and implement a hot desking policy.	Organisational Development	01/04/24		30/06/24	Not started
HR	One Off	Process re-engineering workshops within and between service areas to ensure maximum efficiency.	Organisational Development	01/04/24		31/03/26	Not started
HR	One Off	Develop Service Area training plans to enable development of 3-year Corporate Training Plan.	Organisational Development	01/04/24		31/03/26	Not started
HR	Project	Develop networking groups across Service areas to maximise collaborative working	Organisational Development	01/04/24		31/08/24	Not started
HR	Review	Active Travel for Employees	Climate Change	01/02/24		28/02/25	Not started
HR	Review	Review Leadership and Management Development Offerings	Organisational Development	01/07/24		31/03/25	Not started
HR	Review	Employee Engagement and Wellbeing Strategy (including Engagement Survey). For example, work to support the council to enhance our Disability Confident status from Committed to Confident status and to deliver key actions to continue to actively work towards reducing the Gender Pay Gap.	Organisational Development	01/04/24		31/03/25	Not started

Planning, Economy & Built Environment	New Core Activity	Continue to work towards meeting the Council's 2030 operational net zero target and using our sphere of influence to support 2050 target for Borough National and Local Climate Change target	Climate Change		01/11/22	30/06/24	In progress
Planning, Economy & Built Environment	New Core Activity	To look at opportunities to incentivise and promote the use of e bikes within the borough	Climate Change	01/01/23	01/01/23		Paused
Planning, Economy & Built Environment	New Core Activity	Engage with LEP's and local businesses to support Climate Change innovation and action.	Climate Change	01/11/23	01/11/23	31/03/25	In progress
Planning, Economy & Built Environment	New Core Activity	Development of clusters in tech	Economic Development				Not started
Planning, Economy & Built Environment	One Off	Production of the Runnymede stage 2 LCWIP report in partnership with SCC	Climate Change	01/10/23	04/10/23	31/03/25	In progress
Planning, Economy & Built Environment	One Off	Development of Design Code for the Borough	Climate Change	01/11/23	27/11/23		In progress
Planning, Economy & Built Environment	One Off	Development of proposals as part of the Egham Hythe Local Street Improvements project	Economic Development	01/06/23	01/06/23	30/06/24	In progress
Planning, Economy & Built Environment	Project	Develop Business Runnymede/Business Support	Economic Development	01/04/24		31/03/25	Not started
Planning, Economy & Built Environment	Project	Shared Prosperity Fund	Economic Development		01/01/23	31/03/25	In progress

#### Total Number of SAP Activities

Service Area	Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Assets & Regeneration	New Core Activity	FM contractor service management	Economic Development	01/04/24		31/03/25	Not started
Assets & Regeneration	New Core Activity	Portfolio climate change initiatives	Environmental Sustainability	01/04/23	01/04/23	31/03/26	In progress
Assets & Regeneration	New Core Activity	Compliance with Building Safety Act 2022 in 2024/25.	Organisational Development	01/04/24		31/03/25	Not started
Assets & Regeneration	One Off	Addlestone 1 - Witley House	Economic Development		01/09/23	30/04/24	In progress
Assets & Regeneration	One Off	Strategy for Chiswick Green	Economic Development	01/04/24		30/09/24	Not started
Assets & Regeneration	One Off	New Haw Community Centre	Economic Development		01/09/23	31/03/25	In progress
Assets & Regeneration	One Off	Review Asset Strategy in line MSCI data	Economic Development	01/04/24		31/03/25	Not started
Assets & Regeneration	One Off	Condition Surveys M&E and Building Fabric	Economic Development	01/04/24		30/09/24	Not started
Assets & Regeneration	One Off	Asset Challenge	Organisational Development	01/04/23	01/08/23	31/03/25	In progress
Assets & Regeneration	One Off	RBCs property portfolio valuation 2024/25	Organisational Development	01/04/24		31/03/25	Not started
Assets & Regeneration	Project	Civic Centre Refurbishment	Environmental Sustainability	01/10/23	14/09/23	26/02/25	In progress

Assets & Regeneration	Project	Egham Business Park Defects	Environmental Sustainability		01/07/21	30/06/24	In progress
Assets & Regeneration	Project	Chertsey Depot Refurbishment - Implementation	Health and Wellbeing	01/07/24		31/03/25	Not started
Assets & Regeneration	Project	Chertsey Depot Refurbishment - options appraisal	Organisational Development	01/10/22	01/10/22	30/06/24	In progress
Assets & Regeneration	Review	Review of Egham Precinct leases	Economic Development	01/01/23	01/01/23	31/03/26	In progress
Assets & Regeneration	Review	Abbey Groves Plan	Economic Development		01/07/23	30/04/24	In progress
Assets & Regeneration	Review	Public Car Park Condition of asset	Economic Development	01/04/24		31/03/25	Not started
Assets & Regeneration	Review	Skate park Pre-Planning - Addlestone	Health and Wellbeing		01/08/23	31/03/26	In progress
Assets & Regeneration	Review	Egham Orbit	Organisational Development		01/09/23	31/03/25	In progress
CEO	New Core Activity	Facilitate dynamic risk management and reporting	Organisational Development	01/04/24		31/03/25	Not started
CEO	One Off	Procurement Act change implementation	Organisational Development	01/04/24		01/10/24	Not started
CEO	One Off	Update all social media and poster templates	Organisational Development	01/04/24		30/06/24	Not started
CEO	One Off	Communications mapping.	Organisational Development	01/10/24		31/01/25	Not started
CEO	Project	Savings and Efficiency Programme	Organisational Development	30/11/22		31/07/24	In progress
CEO	Project	Best Value Notice response programme	Organisational Development	02/01/24	19/12/23	19/12/24	In progress
CEO	Review	Review Corp Style Guide	Organisational Development	27/11/23		01/04/24	In progress
CEO	Review	E-newsletters	Organisational Development	01/07/24		30/09/24	Not started
CEO	Review	Intranet content	Organisational Development	01/08/24		31/10/24	Not started
CEO	Review	Review of Instagram trial	Organisational Development	01/03/24		31/10/24	Not started
Community Services	New Core Activity	Implement the approved outcomes of the Community Transport review	Health and Wellbeing	01/07/24		31/12/24	Not started
Community Services	New Core Activity	Roll out of approved voluntary sector revenue grant policy following completion of review of policy (ID number HWB050)	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	New Core Activity	Completion of first year of Health and Wellbeing Partnership meetings	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	New Core Activity	ACE (Friday Night Project)	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	New Core Activity	Promotion and Marketing of Services	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	One Off	Complete Green & Blue Infrastructure Strategy	Environmental Sustainability	01/04/24		31/03/25	Not started
Community Services	One Off	Anti Social Behaviour Management Policy	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	One Off	Review of Prevent Strategy and Incorporation Into Corporate Safeguarding Policy	Health and Wellbeing	01/07/24		31/03/25	Not started

Community Services	One Off	Embed Hospital Discharge referral platform into Frimley Park and Farnham Hospitals	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	One Off	To pursue opportunities to subcontract to the new Non Emergency Patient Transport contract, in Surrey	Health and Wellbeing	01/04/24		30/09/24	Not started
Community Services	One Off	Work in partnership with Surrey County Council on potential EV fleet for Community Transport	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	One Off	Complete S11 Children Safeguarding Audit and implement any recommendations received as a result of audit	Health and Wellbeing	01/04/24		31/07/24	Not started
Community Services	One Off	Work with partners to determine the viability of delivering a riverwalk project in Chertsey	Health and Wellbeing	01/10/24		31/03/25	Not started
Community Services	One Off	Rebrand and evolve the remit of Community Action Groups	Health and Wellbeing	01/07/24		31/03/25	Not started
Community Services	One Off	Customer Satisfaction Feedback Programme	Organisational Development	01/04/24		31/03/25	Not started
Community Services	Project	Egham Hythe Centre Community Hub - Implementation	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Project	Better Care Funding demonstrator wet room	Health and Wellbeing	01/12/23	01/12/23	31/03/25	In progress
Community Services	Project	SANG Infrastructure Improvement	Health and Wellbeing	01/04/24	04/01/24	31/03/25	Not started
Community Services	Project	SANG Management Plan	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Project	Development of Volunteering Opportunities Across Parks and Open Spaces	Health and Wellbeing	02/09/24		31/03/25	Not started
Community Services	Project	Park & Open Space Development Plans	Health and Wellbeing	01/07/24		31/03/25	Not started
Community Services	Project	Play Space Replacement Programme	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Project	Implement Trusted Assessor Level 4 into Home Improvement Agency service	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Project	Offer a Carer Respite service at Windle Valley Day Centre	Health and Wellbeing	01/10/24		31/03/25	Not started
Community Services	Project	Work with NW Surrey Alliance to explore viability of extending Hoarding offer to Runnymede	Health and Wellbeing	01/10/24		31/03/25	Not started
Community Services	Project	To deliver the New Stories, New Audiences project following award of grant funding	Health and Wellbeing	01/04/24		28/02/25	Not started
Community Services	Project	Determine the viability of sports clubs self managing pitches and facilities in the borough	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Project	Increase opportunities for over 55's to access and participate in physical activity	Health and Wellbeing	02/09/24		31/03/25	Not started
Community Services	Project	Runnymede Sports Festival Day	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Project	Period Poverty Project	Health and Wellbeing	01/04/24		31/03/25	Not started
Community Services	Project	Chertsey Museum Digitisation	Organisational Development		01/12/23	31/01/25	In progress

Community Services	Review	Review of Chertsey Museum	Health and Wellbeing	01/10/24		31/03/25	Not started
Community Services	Review	Domestic Homicide Responsibilities	Health and Wellbeing	01/04/24		31/03/25	Not started
Customer, Digital & Collection	New Core Activity	Welfare reform software	Empowering Communities	01/12/23		31/03/25	Not started
Customer, Digital & Collection	New Core Activity	Continuous improvement plan for Website, CRM and online forms and services	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	Project	Event management and bookings software	Economic Development	01/12/23	02/01/24	30/09/24	In progress
Customer, Digital & Collection	Project	ANPR and Pay Display	Economic Development	01/02/24	01/02/24	31/03/25	In progress
Customer, Digital & Collection	Project	Waste & recycling software	Environmental Sustainability	01/12/23	01/02/24	31/03/25	In progress
Customer, Digital & Collection	Project	Financial Management System	Organisational Development	01/04/24		31/12/25	Not started
Customer, Digital & Collection	Project	Telephony review	Organisational Development	01/04/24		30/11/25	Not started
Customer, Digital & Collection	Project	SIEM upgrade to SaaS	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	Project	WAN replacement of Unicorn lines	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	Project	VOIP for remote sites	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	Project	UCS replacement	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	Project	Gazetteer software replacement as SaaS	Organisational Development	01/04/24		31/03/25	Not started
Customer, Digital & Collection	Project	SAN replacement		01/04/24		31/03/25	Not started
Customer, Digital & Collection	Review	Digital Services training requirements / skills audit.	Organisational Development		01/04/23	31/03/26	In progress
Env Services	New Core Activity	Playgrounds and housing sites inspection programme.	Health and Wellbeing	01/04/24		31/03/25	Not started
Env Services	One Off	Develop guidance on road closures	Economic Development	01/04/24		31/03/25	Not started
Env Services	One Off	Tree Survey (ENV)	Health and Wellbeing	01/01/24		31/12/24	Not started
Env Services	One Off	Procurement of grave digging contract	Health and Wellbeing	01/04/24		31/03/25	In progress
Env Services	One Off	Review of Cemetery and burial Conditions	Health and Wellbeing	01/04/24		31/03/25	Not started
Env Services	One Off	Restructure of Environmental Services teams	Organisational Development	02/01/24	04/12/23	31/03/25	In progress
Env Services	Project	Implement Fleet and Fuel Strategy	Climate Change	01/04/24		31/03/25	Not started
Env Services	Project	Street Cleansing Service	Climate Change	01/04/24		31/03/25	Not started
Env Services	Project	Bulky Waste Service	Economic Development				Paused
Env Services	Project	Depot Redevelopment (linked to AR003)	Environmental Sustainability	01/04/24		30/04/25	Not started
Env Services	Project	Env Health & Licensing System	Organisational Development	01/04/25		31/03/26	Not started
Env Services	Project	Depot time recording system	Organisational Development				Paused

Env Services	Review	Air Quality Action Plan.	Climate Change	01/04/24		31/03/25	Not started
Env Services	Review	Green Waste – Invest to Income Generate	Economic Development	01/04/24		31/03/25	Not started
Env Services	Review	Recycling Food waste (Commercial)	Economic Development	01/04/24		31/03/25	Not started
Env Services	Review	Licensing options for HMOs in wards adjoining Royal Holloway University	Economic Development	01/04/24		31/03/25	Not started
Finance	New Core Activity	International Financial Reporting Standard 16: Leases	Organisational Development	01/04/23	01/04/23	31/03/25	In progress
Finance	One Off	NFI creditor & payroll data submission	Organisational Development	01/09/24		30/09/24	Not started
Finance	One Off	Insurance Brokerage Services	Organisational Development	01/06/24		31/03/25	Not started
Finance	Project	Finance Management System Tender	Organisational Development	01/11/23	13/11/23	01/04/26	In progress
Finance	Project	Payroll System Implementation (HR/Payroll system)	Organisational Development	09/05/23	09/05/23	31/07/24	In progress
Finance	Project	Income Management System	Organisational Development	01/10/23	01/10/23	24/07/25	In progress
Finance	Project	Banking Services	Organisational Development	01/02/24		31/12/24	Not started
Finance	Review	BACS System Review	Organisational Development	01/07/24		31/12/25	Not started
Housing	New Core Activity	Garage Strategy	Economic Development	01/06/22	01/06/22	30/06/25	In progress
Housing	New Core Activity	Embed recharge collection	Economic Development	01/04/24		31/03/25	Not started
Housing	One Off	Implement additional transactional surveys	Empowering Communities	01/04/24		31/03/25	Not started
Housing	One Off	Tenant Incentive Scheme	Empowering Communities	01/12/23		10/09/24	Not started
Housing	One Off	Tenant Engagement Accreditation	Empowering Communities	01/03/23	27/04/23	30/09/24	In progress
Housing	One Off	Tree Survey (HRA)	Environmental Sustainability	01/04/24		31/03/25	Not started
Housing	One Off	Improve the accessibility of services - language, sign language etc.	Health and Wellbeing	01/04/24		31/03/25	Not started
Housing	One Off	Cost of Living Response	Health and Wellbeing	01/10/23		31/03/25	Not started
Housing	One Off	Produce refreshed Homelessness and Rough Sleeping Strategy	Health and Wellbeing	01/01/24		31/03/25	Not started
Housing	One Off	Implement the Housing IT Action Plan	Health and Wellbeing	01/04/24		31/03/25	Not started
Housing	One Off	Implement the contract management framework for internal services	Health and Wellbeing	01/04/24		31/03/25	Not started
Housing	One Off	IRL Manager Refresh	Organisational Development	01/04/24		31/07/24	Not started
Housing	Project	Ensure tenants and leaseholders can recycle	Climate Change	01/04/24		31/03/25	Not started
Housing	Project	Parkside Regeneration (RIBA 0-4)	Economic Development	01/03/22	01/03/22	30/04/26	In progress
Housing	Project	Tender for Caretaker Services	Economic Development	01/04/24		31/03/25	Not started

Housing	Project	Guildford Road housing scheme	Economic Development	17/10/23	31/07/23	01/07/26	In progress
Housing	Project	Dunkirk housing scheme.	Economic Development	31/07/23	31/07/23	01/07/27	In progress
Housing	Project	Holly Close housing scheme.	Economic Development	31/07/23	31/07/23	04/01/27	In progress
Housing	Project	Ruxbury Road housing scheme.	Economic Development	01/08/23	01/08/23	01/03/26	In progress
Housing	Project	Tenancy Agreement Refresh	Empowering Communities	01/03/23	03/04/23	31/07/24	In progress
Housing	Project	Tenants Handbook Refresh	Empowering Communities	01/05/23	26/07/23	31/01/25	In progress
Housing	Project	Introduce a Tenant Incentive Scheme	Health and Wellbeing	01/04/24		31/03/25	Not started
Housing	Project	Local Paths Investment	Health and Wellbeing	03/04/23	01/10/23	31/10/24	In progress
Housing	Project	Southam House / Audley House FRA work	Health and Wellbeing	01/04/22	01/04/22	30/04/24	In progress
Housing	Project	NEC Housing Phase 3	Organisational Development	18/09/23	18/09/23	30/06/24	In progress
Housing	Project	QMS Roll-out	Organisational Development	01/11/22	01/11/22	30/09/25	In progress
Housing	Review	Review key policies	Health and Wellbeing	01/04/24		31/03/25	Not started
Housing	Review	Review/develop key procedures	Organisational Development	01/04/24		31/03/25	Not started
Housing	Review	Review Allocation Scheme		01/11/23	01/11/23	30/09/24	In progress
HR	One Off	Staff Benefits - Health Screening for the over 40s	Organisational Development	01/04/25		31/03/26	Not started
HR	One Off	Fully implement and optimise the new HR and Pay-roll solution	Organisational Development		01/11/21	31/07/24	In progress
HR	One Off	Maximise benefits of new Occupational Health Provider	Organisational Development	01/04/24		31/03/25	Not started
HR	Project	Management Development Programme	Organisational Development		01/11/21	30/06/24	In progress
HR	Project	Fully implement and optimise the new Applicant Tracking System	Organisational Development	01/04/24		31/03/25	Not started
HR	Review	Seek approval and introduce job evaluation	Organisational Development	01/04/24		31/03/25	Not started
HR	Review	Review the grading structure as part of the 2025 pay review	Organisational Development	01/04/24		31/03/25	Not started
Law & Governance	New Core Activity	Freedom of Information Act 2000 requests	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	New Core Activity	Full Council and Committees Agenda papers	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	New Core Activity	Induction of new Members elected in May 2024 Borough Elections	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	New Core Activity	Conduct May 2024 Borough Elections	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	New Core Activity	Annual Election Register Canvass	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	One Off	Support delivery of election of Surrey Police and Crime Commissioner	Empowering Communities	01/04/24		31/03/25	Not started

Law & Governance	One Off	Migration of Land Charges to HMLR	Organisational Development		01/09/23	31/03/25	In progress
Law & Governance	Review	Review of Property Delegations	Economic Development	01/04/24		31/03/25	Not started
Law & Governance	Review	Council appointments to external bodies	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	Review	Review of Contract Standing Orders	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	Review	Review of Local Code of Governance	Empowering Communities	01/04/24		31/03/25	Not started
Law & Governance	Review	Constitution Review	Empowering Communities	01/04/24		31/03/25	Not started
Planning, Economy & Built Environment	New Core Activity	Investigate opportunities with partners, in the private sector to provide additional EV charge points	Climate Change	01/01/24	23/11/23	31/03/25	In progress
Planning, Economy & Built Environment	New Core Activity	Raise awareness of the location of charging points in the Borough as well as the benefits of EV ownership, such as reduced environmental impacts and improved air quality	Climate Change	01/01/24		31/03/25	Not started
Planning, Economy & Built Environment	One Off	Develop planning guidance on applying energy hierarchy	Climate Change	22/11/23	22/11/23	03/06/24	In progress
Planning, Economy & Built Environment	One Off	Production of a Sustainable Fleet Strategy	Environmental Sustainability		11/10/23	30/04/24	In progress
Planning, Economy & Built Environment	Project	Progress review of the Local Plan	Economic Development		01/01/21	31/08/27	Paused



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<b>Report title</b>	<b>CORPORATE KEY PERFORMANCE INDICATORS – PROPOSED INDICATORS AND TARGETS FOR 2024/25</b>
<b>Report author</b>	Sarah Hall, Head of Business Planning, Projects and Performance
<b>Department</b>	Chief Executive’s Office
<b>Exempt?</b>	No

**Purpose of report:**

- **To resolve**

**Synopsis of report:**

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

Officers are seeking formal approval from this committee for the Corporate Key Performance Indicator set for 2024/25 as shown in Appendix A.

Further, officers propose that reporting of CKPIs for 2024/25 is brought back to this committee for member scrutiny on a quarterly basis.

**Recommendation(s):**

**Members approve:**

- 1. the proposed 2024/25 Corporate Performance Indicators descriptions as shown in Appendix A; and**
- 2. the proposed 2024/25 quarterly/annual targets.**
- 3. the amended process for reporting corporate performance for member scrutiny**

**1. Context and background of report**

- 1.1. There are two types of performance indicators in the Council; the Corporate Key Performance Indicator (CKPI) set which provides Officers and Members with a quarterly snapshot of performance across key areas of business (a general health check), and Service Key Performance Indicators which are reported to the relevant service committee. Both types of indicators are monitored to assess performance, identify trends, risks and issues and aid decision making.
- 1.2. Currently, the Service Review, Communication & Transformation Member Working Party receives the quarterly monitoring CKPI reports following approval of the indicators and targets by this committee.
- 1.3. In addition, the dashboard for CKPI performance is produced quarterly and published to the Members Team area which is available for all Members to view.

1.4. After considering previous performance and service delivery for the forthcoming year, this report proposes the CKPIs and their associated targets for 2024/25.

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

2.1. The current CKPI set consists of a total of 34 indicators arising from service areas across the council. These were presented to Service Review, Communications and Transformation Member Working Party on 12 March 2024 for discussion and feedback.

2.2 Appendix A shows the proposed CKPIs and targets for 2024/25. The Key for Appendix A shows:

- White - no change for 2024/25.
- Red - any indicators proposed to be removed from the corporate set
- Green - any new indicators proposed to be added to the corporate set.
- Yellow - any proposed changes from the 2023/24 corporate set for 2024/25.

2.3 Appendix B shows the Q3 report for the 2023/24 indicators and targets, which provides Members with the trend data across the year to end of December 2023. The Q4 results are not yet available as they cover the period January 2024 to end of March 2024. Q4 results will be collated and reported to the Service Review, Communication & Transformation Member Working Group in May 2024 to conclude the 2023/24 reporting year.

### **2.4 Proposed unchanged corporate indicators for 2024/25**

2.4.1 26 of the existing CKPIs are proposed to remain unchanged for 2024/25. CKPIs for Housing and Planning service areas are determined by the respective regulatory bodies and therefore the majority of indicators remain unchanged to remain aligned to the requirements of the regulators. Seven new indicators were introduced for data collection only during 2023/24. Where appropriate, targets will be set for these indicators now a full year of data has been collected (see 2.5 below).

### **2.5 Existing corporate indicators proposed to be removed for 2024/25.**

2.5.1 H4: Number of households in B&B for more than 2 weeks per Quarter.  
This CKPI is proposed to be removed and replaced – see 2.5.2 below.

2.5.2 C4: Percentage uptake of services following Homesafe+ referrals.  
This was a new indicator that was added in 2023/24. This has proved very resource intensive to collate and monitor the data required. As such, it is proposed to remove this CKPI from the set for 2024/25 whilst it is determined how monitoring this service will support work with NHS partners.

### **2.6 Proposed new indicators to the corporate set for 2024/25**

2.6.1 One new CKPI (LG3) is proposed to be added from Law & Governance to measure the number of formal actions taken against the council by the Information Commissioner's Office (ICO) with regards to data breaches. The target is zero.

2.6.2 H4: Number of households in B&B for more than 2 weeks per Quarter.  
This CKPI is proposed to be removed and replaced in order to better align with the legal duty set by the Homelessness (Suitability of Accommodation) (England) Order 2003 and service area performance in regards to requirement for B&B accommodation. The Order specifies that B&B accommodation is not to be regarded as suitable for applicants with family commitments provided with accommodation under Part 7. Housing authorities should,

therefore, use B&B accommodation to discharge a duty to secure accommodation for applicants with family commitments only as a last resort and then only for a maximum of 6 weeks.

2.6.3 The new CKPI is therefore proposed to be:

H4: Number of households with children or a pregnancy in B&B accommodation for more than 6 weeks. The target for this CKPI is zero. As this is a legal compliance KPI, RAG indicators will either be Green (compliant) or Red (non-compliant).

2.6.4 Community Services propose a new CKPI to monitor digital switchover progress from analogue to digital careline equipment. The new CKPI proposed is C4: Percentage of community alarms equipment upgraded to digital solution. This will be for monitoring purposes only, no target to be set.

## **2.7 Proposed changes to targets assigned to existing corporate indicators for 2024/25**

2.7.1 LG1: Percentage of FOI requests processed in statutory deadline.

The current target is set at 99%. The Information Commissioner Office (ICO) determines a 'good' response rate as 95% or more. Therefore as this is a statutory KPI the proposal is to reduce the target to be consistent with the regulator i.e. reduce to 95%.

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

For 2023/24, the target was set at 90% for the first two Quarters, rising to 95% in Q3 and Q4. This was to allow the new reactive maintenance and voids contractor a six-month period for contract mobilisation from April to September 2023. It is proposed for 2024/25 that the contractual KPI of 95% for non-emergency repairs completed within the target timescale is used for all Qs in 2024/25 since the contract mobilisation period is now over.

2.7.3 H10: Anti-social behaviour cases opened (including hate incidents) relative to the number of social housing dwellings (cumulative result).

The target for this indicator is proposed to be removed going forward. Setting a target could have a detrimental impact on the indicator. It is not an indicator that should be incentivised. Therefore the data will still be captured for monitoring purposes only with no target to be set.

2.7.4 ES3: Percentage of bins collected.

The target has been amended to 100%. The service should be striving to collect all bins scheduled to be collected on a round. Amber would be recorded if the CKPI data reports 99.9% or lower.

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

Current year and previous year data shows that the number of street cleansing reports has reduced and remains relatively steady (average was 72.5 per Q for 22/23 and 75.7 for 23/24 YTD). Therefore the target is proposed to be reduced to no more than 80 per Quarter for 24/25.

2.7.6 ES5: Number of valid ground maintenance reports (overgrown grass, poorly maintained flower beds etc) (See 2.7.2 for proposed change to text description).

This indicator was added to the CKPI set in 2023/24 when the grounds maintenance service was brought in-house. Data has been collected during this year and after analysis of this baseline, a proposed target of no more than 140 reports cumulative across the year is proposed.

## **2.8 Proposed changes to existing corporate indicator descriptions for 2024/25**

2.8.1 ES1 and ES2 both have 'waste minimisation' added to the descriptor for clarity. In addition actual tonnage amounts collected will be reported as part of the CKPI commentary, to include total tonnage of all waste to better indicate whether a change in % can be correlated to overall waste minimisation.

2.8.2 The description of ES5 is proposed to be changed to the number of ground maintenance reports where service failure is confirmed as cause (overgrown grass, poorly maintained flower beds etc)

## **2.9 Proposed changes to reporting of corporate performance.**

2.9.1 The current reporting process requires that after the proposed CKPI set is approved by Corporate Management Committee for the following year, quarterly CKPI reports are not reported to the committee but rather, are provided to the Service Review, Communication and Transformation Member Working Party (SRCT MWP).

2.9.2 Members put forward any questions they may have ahead of the meeting of the SRCT MWP, responses are provided by the service areas and these are presented in the meeting by the Head of Business Planning, Projects and Performance (HoBPPP).

2.9.3 CKPI reporting has developed over the last two years with the development of the CKPI dashboard providing a high-level overview of the performance of the organisation. This is published on the Council's external website to meet transparency requirements as well as uploaded to the Members MS Teams area for ease of accessibility.

2.9.4 In order to improve the governance and scrutiny of corporate performance as measured by achievement of CKPIs, it is proposed to bring back Quarterly reporting to this Committee for 2024/25. The proposed report will present a narrative against any CKPI that is reporting Red or Amber performance for that Quarter, with the appropriate Corporate Head of Service attending the Committee to answer any Member questions. The full CKPI results pack will continue to be provided to Members via the Members Teams area providing details of the CKPIs that are on target or better (Green RAG status).

## **3 Policy framework implications**

3.1 Any organisation with a duty of best value needs to make effective arrangements to secure continuous improvement in the way in which all its functions are exercised on an ongoing basis. Monitoring of corporate performance indicators is one important mechanism that supports identification of areas for improvement as well as successes. Regular and frequent monitoring through quarterly reporting of CKPIs forms part of Runnymede Borough Council's Performance Management Framework.

3.2 To note that performance metrics for Assets & Regeneration service area for revenue and tenancy management performance are not included in the Corporate KPI set as they are reported separately as detailed in the Capital and Investment Strategy.

## **4 Resource implications/Value for Money**

4.1 It is considered that there are no resource implications arising directly from this report.

## **5 Legal implications**

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

## **6 Equality implications**

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

## **7 Environmental/Sustainability/Biodiversity implications**

7.1 It is considered that there are no environmental / sustainability / biodiversity implications directly arising from this report.

## **8 Risk Implications**

8.1 Failure to regularly monitor performance could lead to the council not delivering on some of its corporate priorities or key services.

## **9 Other implications**

9.1 Not applicable

## **10 Timetable for Implementation**

10.1 Due to the time required for data collation and quality checks for the CKPI set, typically the CKPI reports is produced with a lag time of 6-8 weeks from the end of the data period.

10.2 Therefore it is proposed that the CKPI Quarterly reports will be presented to this Committee at the following meetings for 2024/25:

Q1 (AMJ) – Sept CMC

Q2 (JAS) – Nov CMC

Q3 (OND) and proposed CKPI set for 25/26 – Feb CMC

Q4 (JFM) and Year End – May CMC

## **11. Conclusions**

11.1 It is necessary to annually review and confirm the corporate Key Performance Indicators to ensure they continue to represent key corporate and strategic areas. Monitoring of these CKPIs is one mechanism to monitor progress in delivering key services and to enable swift identification and rectification of any problem areas.

## **12. Background papers**

- None

## **13. Appendices**

- Appendix A:

## Proposed changes for the Corporate Key Performance Indicator set 2024-2025

### Key

	Existing corporate indicator with proposed change(s) to the description/targets for 2024/25.		New indicator proposed to be part of the corporate set for 2024/25.
	Existing corporate indicator with no proposed changes for 2024/25.		Existing corporate indicator proposed to be removed for 2024/25.

Performance Indicator for 2024/25 – final proposed description	Q1 (Apr-Jun)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
<b>Customer, Digital and Collection Services</b>					
CDCS1: Average number of days taken to process new Housing Benefit and Council Tax Support claims or changes (cumulative result).	8	8	8	8	8
CDCS2: Percentage of lost Customer Service calls per quarter.	10%	10%	10%	10%	10%
CDCS3: Percentage increase in number of visitors to the runnymede.gov.uk website	Data collection per Q only, result at year end				10% cumulative result
CDCS4: Percentage increase in number of active OneAccounts	Data collection per Q only, result at year end				5% cumulative result
CDCS5: Percentage increase in the number of online forms submitted via runnymede.gov.uk	Data collection per Q only, result at year end				5% cumulative result
<b>Financial Services</b>					
F1: Percentage of invoices paid in 30 days.	98.0%	98.0%	98.0%	98.0%	98.0%
<b>Law and Governance</b>					
LG1: Percentage of FOI requests processed in statutory deadline	99.0% 95.0%	99.0% 95.0%	99.0% 95.0%	99.0% 95.0%	99.0% 95.0%
LG2: Number of decisions investigated by the ombudsman requiring a remedy, including minor injustices	0	0	0	0	0
LG3: Number of formal actions taken against the council by the Information Commissioner's Office.	0	0	0	0	0
<b>Housing</b>					
H1: Proportion of non-emergency repairs completed within target timescale.	90.0% 95.0%	90.0% 95.0%	95.0%	95.0%	95.0%
H2: Average number of calendar days to re-let a void property (excludes major works voids).	25	25	25	25	25

Performance Indicator for 2024/25 – final proposed description	Q1 (Apr-Jun)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
H3: Satisfaction with the overall reactive repairs service received (% of total number of responses returned).	95.0%	95.0%	95.0%	95.0%	95.0%
H4: Number of households in B&B for more than 2 weeks per Quarter.	4	4	4	4	16
H4: Number of households with children or a pregnancy in B&B accommodation for more than 6 weeks	0	0	0	0	0
H5: Rent arrears of current tenants as a percentage of rent due (cumulative result).	2.00%	2.00%	2.00%	2.00%	2.00%
H6: Proportion of homes that do not meet the Decent Homes Standard.	23.0%	23.0%	23.0%	23.0%	23.0%
H7: Proportion of homes for which all required gas safety checks have been carried out.	100%	100%	100%	100%	100%
H8: Proportion of stock with a valid safety certification Electrical Installation Condition Report.	100%	100%	100%	100%	100%
H9: Number of outstanding high-risk Fire Risk Assessment actions	0	0	0	0	0
H10: Anti-social behaviour cases opened (including hate incidents) relative to the number of social housing dwellings (cumulative result). Note: there is no target associated with this KPI, the measure is 18.	Monitoring purposes only. No target to be set. Data capture only.				
Development Management and Building Control					
P1: Percentage of 'Major' planning applications processed to deadline in each quarter.	60%	60%	60%	60%	60%
P2: Percentage of 'Non-major' planning applications processed to deadline in each quarter.	80%	80%	80%	80%	80%
P3: Percentage of 'Other' planning applications processed to deadline in each quarter.	85%	85%	85%	85%	85%
P4: Major planning appeals dismissed as a percentage of Major application decisions made (cumulative result).	90%	90%	90%	90%	90%



Performance Indicator for 2024/25 – final proposed description	Q1 (Apr-Jun)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
P5: Non-major planning appeals dismissed as a percentage of Non-major application decisions made (cumulative result).	90%	90%	90%	90%	90%
P6: Percentage of enforcement investigations closed compared with new requests received per quarter.	100%	100%	100%	100%	100%
<b>Environmental Services</b>					
ES1: Dry mixed recycling rate (paper, cans, glass, plastic) - waste minimisation Note that tonnages collected per Q will be provided in the CKPI commentary	24%	24%	24%	24%	24%
ES2: Garden waste and food waste recycling rate - waste minimisation Note that tonnages collected per Q will be provided in the CKPI commentary	24%	24%	24%	24%	24%
ES3: Percentage of bins collected	100% 99.9%	100% 99.9%	100% 99.9%	100% 99.9%	100% 99.9%
ES4: Number of street cleansing reports (overflowing litterbins, overflowing dog bins, and general litter/detritus)	80 125	80 125	80 125	80 125	320 500
ES5: Number of valid ground maintenance reports where service failure is confirmed as cause (overgrown grass, poorly maintained flower beds etc)	Data collection per Q only, result at year end				140 cumulative result
<b>Community Services</b>					
C1: Number of community meals products served per quarter (lunch and afternoon tea recorded as separate products)	10,000	10,000	9,700	10,000	39,700
C2: Number of careline calls received and the percentage which initiated an emergency response/ intervention to residents	Monitoring purposes only. No target to be set. Data capture only.				
C3: Percentage of handyperson referrals resulting in works being undertaken to support Runnymede residents	Data collection per Q only so baseline can be defined. Target to be set once baseline confirmed.				
C4: Percentage uptake of services following Homesafe+ referrals	Data collection per Q only so baseline can be defined. Target to be set once baseline confirmed.				
C4: Percentage of community alarms equipment upgraded to digital solution	Monitoring purposes only. No target to be set. Data capture only.				
<b>Human Resources</b>					
HR1: Average number of short term sickness days per FTE (Surrey benchmarking methodology – rolling year to date).	4.6	4.6	4.6	4.6	4.6

# Corporate Performance/Activity Indicators

## Quarter 3 2023/24

RAG Legend		Chart Legend	
Performance/activity has met or exceeded the quarterly / annual target.	<b>Green</b>	2021/22	
Performance / activity has missed its quarterly / annual target but is within ≤10% of relative target.	<b>Amber</b>	2022/23	
Performance / activity has missed its quarterly / annual target and is >10% of relative target.	<b>Red</b>	2023/24	
Data not available	Not available	Target 2023/24	-----
Note: Statutory compliance indicators (H7, H8, and H9) are absolute and therefore if targets are met they are compliant (Green), if targets are not met they are non-compliant (Red).			

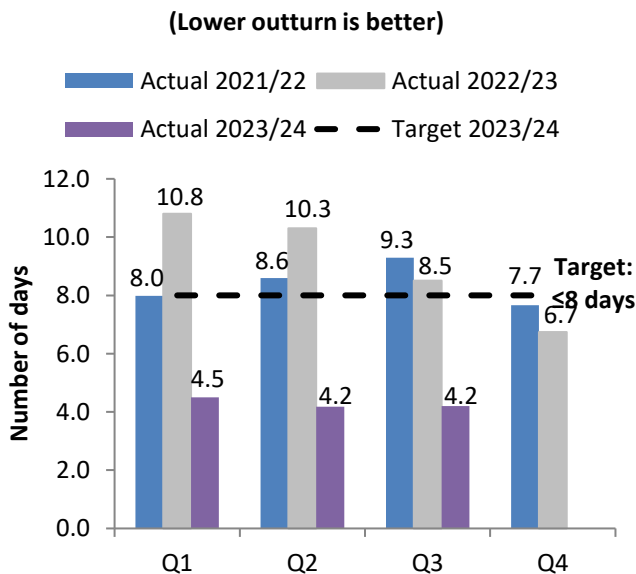
**Presented by: Sarah Hall**  
**Head of Business Planning, Projects and Performance**

**January 2024**

## CUSTOMER, DIGITAL and COLLECTION SERVICES

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

**Q2 GREEN    Q3 GREEN    YTD GREEN**

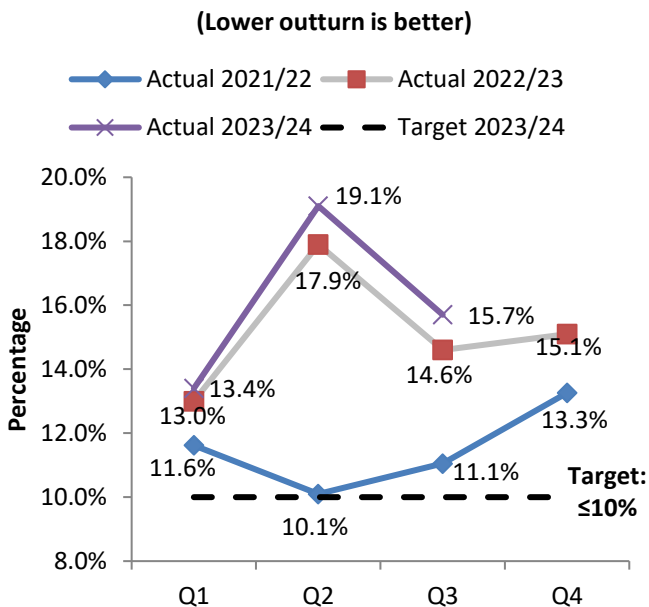


Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	8.0	10.8	8.0	4.5
Q2	8.6	10.3	8.0	4.2
Q3	9.3	8.5	8.0	4.2
Q4	7.7	6.7	8.0	-
Annual	7.7	6.7	8.0	4.2 YTD

**Comment: Excellent performance.**  
 Q1 - 7,529 new claims and changes processed.  
 Q2 - 12,189 new claims and changes processed.  
 Q3 - 15,360 new claims and changes processed.

**CDCS2: Percentage of lost Customer Service calls per quarter.**

**Q2 RED    Q3 RED    YTD RED**

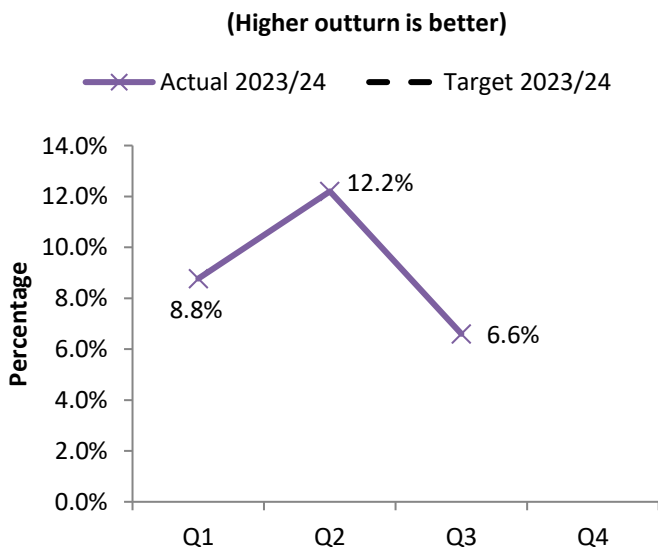


Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	11.6%	13.0%	10.0%	13.4%
Q2	10.1%	17.9%	10.0%	19.1%
Q3	11.1%	14.6%	10.0%	15.7%
Q4	13.3%	15.1%	10.0%	-
Annual	11.6%	15.1%	10.0%	16.1% YTD

**Comment: Customer Services is still carrying two vacancies with interviews planned for January 2024 and appointments expected by March 2024. Two staff joined in October 2023 and as expected call abandonment rate is beginning to improve, albeit still above target level. Total number of calls are also trending downwards as customers move to on-line services.**  
 Q1 - 4,026 of 29,963 lost Customer Service calls.  
 Q2 - 5,624 of 29,357 lost Customer Service calls.  
 Q3 - 3,675 of 23,435 lost Customer Service calls.

**NEW CDCS3: Percentage increase in number of visitors to the runnymede.gov.uk website (cumulative result)**

**N/A**



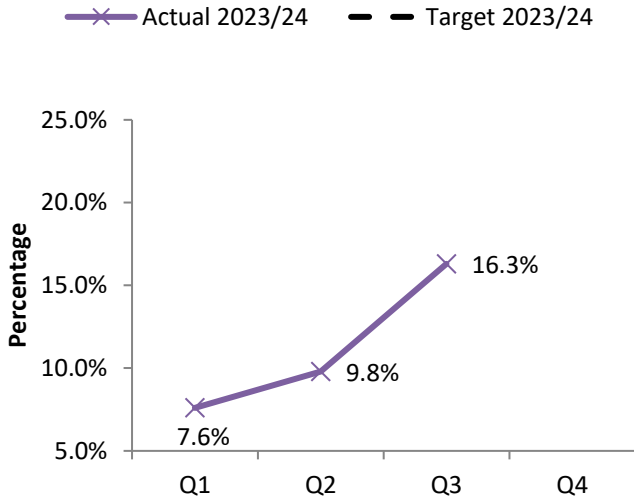
Quarter	New indicator in 2023/24	Target 2023/24	Actual 2023/24
Q1	-	-	8.8%
Q2	Data collection per Q only, result at year end - 10% cumulative result		12.2%
Q3	Data collection per Q only, result at year end - 10% cumulative result		6.6%
Q4	Data collection per Q only, result at year end - 10% cumulative result		-
Annual	Data collection per Q only, result at year end - 10% cumulative result		6.6% YTD

**Comment: Baseline 2023/24 - 695,759 page views**  
 Q1 - 756,782 page views.  
 Q2 - 719,533 page views.  
 Q3 - 657,000 page views.

**NEW CDCS4: Percentage increase in number of active OneAccounts (cumulative result)**

N/A

(Higher outturn is better)



Quarter	New indicator in 2023/24	Target 2023/24	Actual 2023/24
Q1	Data collection per Q only, result at year end - 5% cumulative result	16.3%	7.6%
Q2			9.8%
Q3			16.3%
Q4			
Annual			16.3% YTD

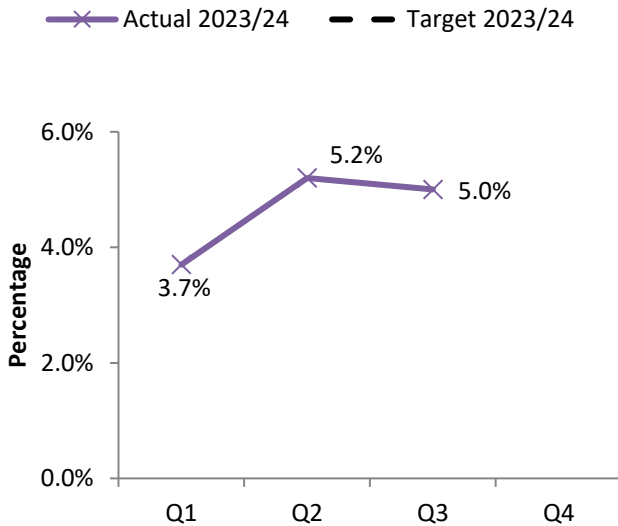
Comments: Baseline 2023/24 - 19,383.

Q1 - 1,473 new OneAccounts.  
 Q2 - 418 new OneAccounts.  
 Q3 - 1,272 new OneAccounts.

**NEW CDCS5: Percentage increase in the number of online forms submitted via runnymede.gov.uk**

N/A

(Higher outturn is better)



Quarter	New indicator in 2023/24	Target 2023/24	Actual 2023/24
Q1	Data collection per Q only, result at year end - 5% cumulative result	5.0%	3.7%
Q2			5.2%
Q3			5.0%
Q4			
Annual			5.0% YTD

Comments: Baseline 2023/24 - 70,790.

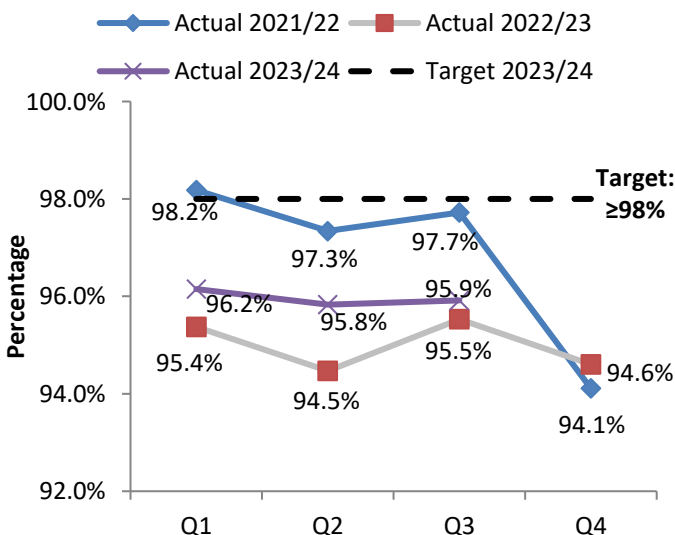
Q1 - 18,351 submitted forms (Projected target 73,404 for end of year).  
 Q2 - 18,884 submitted forms (Projected target 74,470 for end of year).  
 Q3 - 25,631 submitted forms (Projected target 74,329 for end of year).

**FINANCE**

**F1: Percentage of invoices paid in 30 days.**

Q2 AMBER Q3 AMBER YTD AMBER

(Higher outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	98.2%	95.4%	98.0%	96.2%
Q2	97.3%	94.5%	98.0%	95.8%
Q3	97.7%	95.5%	98.0%	95.9%
Q4	94.1%	94.6%	98.0%	
Annual	96.8%	95.0%	98.0%	96.0% YTD

Comment: Quarter 3 achieved 95.92% and is very similar to Q2 in volume of invoices and prompt payment. It is important for officers to update the notes on invoices to ensure colleagues can see the latest status and we can record invoices that are in dispute.

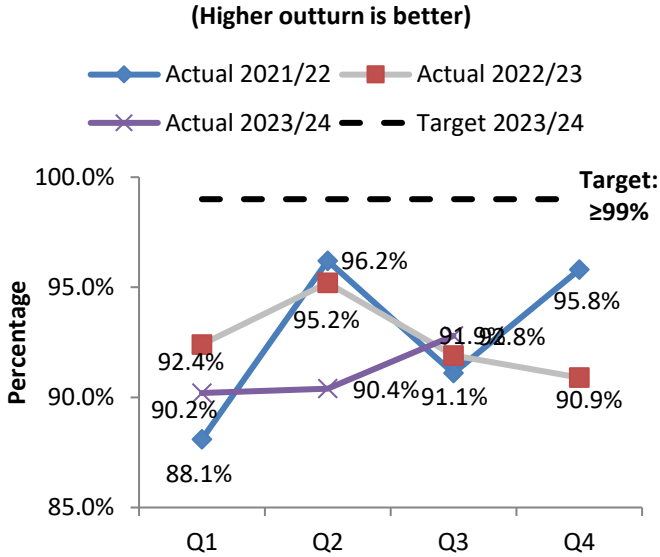
Q1 - 1,771 of 1,842 invoices paid in 30 days.  
 Q2 - 1,745 of 1,821 invoices paid in 30 days.  
 Q3 - 1,764 of 1,839 invoices paid in 30 days.

## LAW & GOVERNANCE

### LG1: Percentage of FOI requests processed in statutory deadline.

Q2	Q3	YTD
AMBER	AMBER	AMBER

Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	88.1%	92.4%	99.0%	90.2%
Q2	96.2%	95.2%	99.0%	90.4%
Q3	91.1%	91.9%	99.0%	92.8%
Q4	95.8%	90.9%	99.0%	
Annual	93.1%	92.4%	99.0%	91.1% YTD



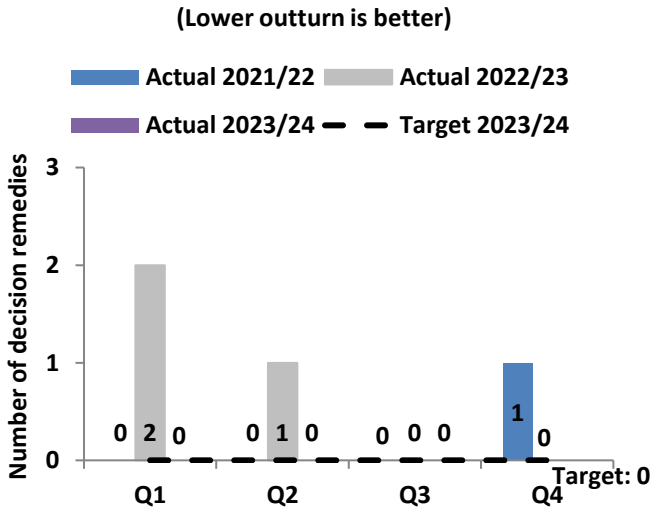
Comments: Of the 12 late responses, seven were a week late (x3 Planning and x4 multi-Officer involvement). Of the five responses that were longer than a week late, four were multi-Officer involvement and one took a lot longer due to reconciling the stats requested vs the stats we hold.

Q1 - 166 of 184 requests processed to statutory deadline.  
 Q2 - 161 of 178 requests processed to statutory deadline.  
 Q3 - 157 of 169 requests processed to statutory deadline.

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

Q2	Q3	YTD
GREEN	GREEN	GREEN

Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	0	2	0	0
Q2	0	1	0	0
Q3	0	0	0	0
Q4	1	0	0	
Annual	1	3	0	0 YTD



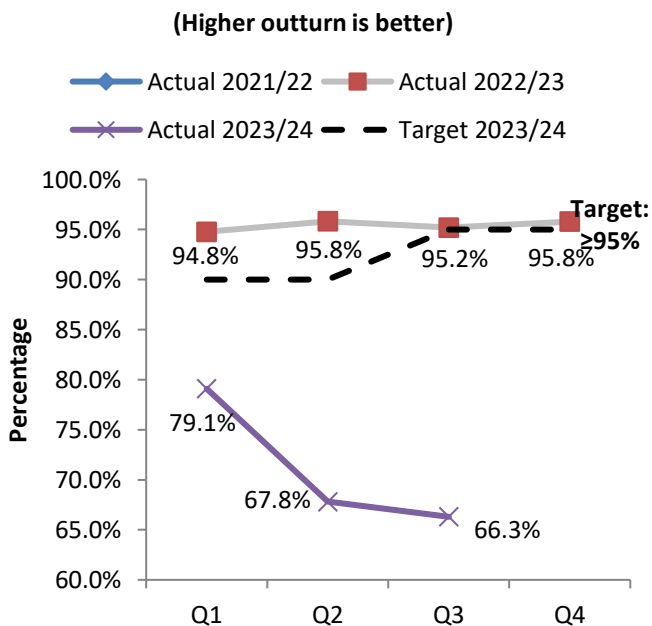
Comment: Optimum performance.  
 There were no cases referred to the Ombudsman in quarter 3.

## HOUSING

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

Q2	Q3	YTD
RED	RED	RED

Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1		94.8%	90.0%	79.1%
Q2		95.8%	90.0%	67.8%
Q3		95.2%	95.0%	66.3%
Q4		95.8%	95.0%	
Annual		95.4%	95.0%	69.0% YTD



Comment: The performance of the contractor continues to be addressed in regular meetings. Results for each month were: October - 61.7%, November - 70.5%, and December - 69.1%.

Q1 - 352 out of 445 non-emergency repairs completed within the target timescale of 15 days  
 Q2 - 714 out of 1,053 non-emergency repairs completed within the target timescale of 15 days.  
 Q3 - 807 out of 1,217 non-emergency repairs completed within the target timescale of 15 days.

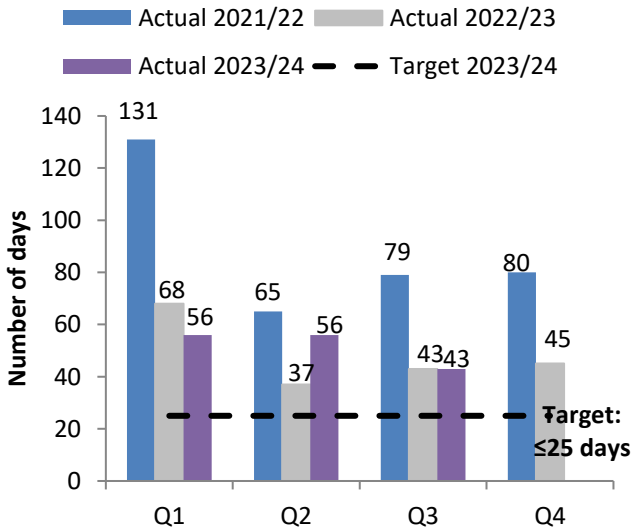
**H2: Average number of calendar days to re-let a void property (excludes major works voids).**

**Q2  
RED**

**Q3  
RED**

**YTD  
RED**

(Lower outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	131	68	25	56
Q2	65	37	25	56
Q3	79	43	25	43
Q4	80	45	25	-
Annual	89	48	25	52 YTD

Comment: This reflects improved performance by the new contractor as processes to complete repairs become more efficient.

The Median Result is 36 days.

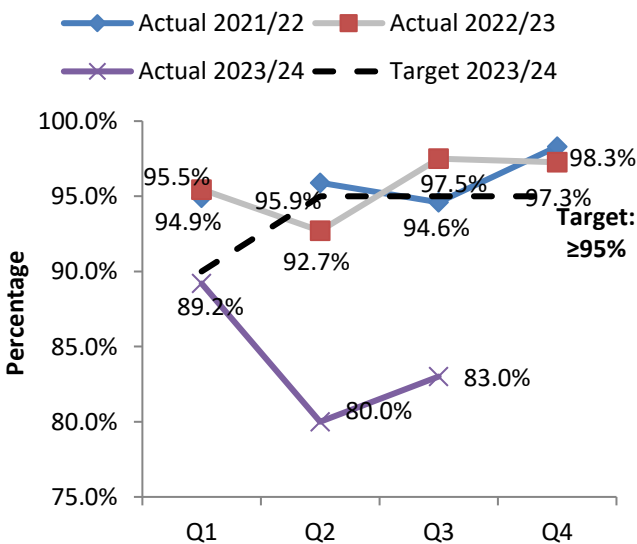
**H3: Satisfaction with the overall reactive repairs service received (% of total number of responses returned).**

**Q2  
RED**

**Q3  
RED**

**YTD  
RED**

(Higher outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	94.9%	95.5%	90.0%	89.2%
Q2	95.9%	92.7%	95.0%	80.0%
Q3	94.6%	97.5%	95.0%	83.0%
Q4	98.3%	97.3%	95.0%	-
Annual	96.1%	96.4%	95.0%	82.2% YTD

Comment: The increase in repairs satisfaction is encouraging, along with the increase in the number of surveys sent out to residents. Satisfaction with quality of the repairs received is being addressed in contract meetings as above.

Q1 = 191 surveys sent, 37 responses received.  
 Q2 = 936 surveys sent, 190 responses received.  
 Q3 = 1048 surveys sent, 206 responses received.

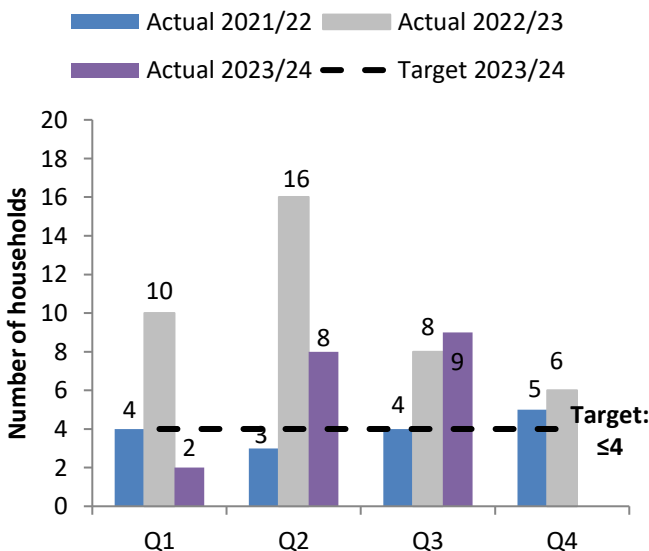
**H4: Number of households in B&B for more than 2 weeks per quarter.**

**Q2  
RED**

**Q3  
RED**

**YTD  
RED**

(Lower outturn is better)



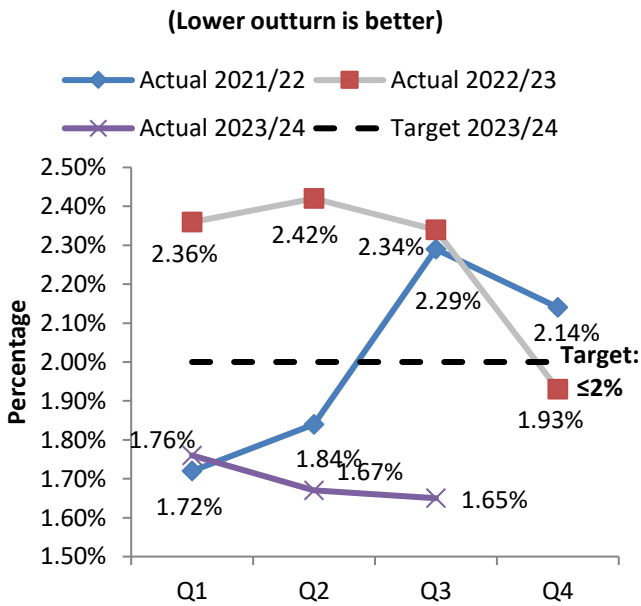
Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	4	10	4	2
Q2	3	16	4	8
Q3	4	8	4	9
Q4	5	6	4	-
Annual	16	40	16	19 YTD

Comment: Ongoing cost pressures in the housing market have resulted in more B&B placements, with longer stays, mostly for single people with complex backgrounds.

Q1 - 2 new + 0 existing household from previous quarter.  
 Q2 - 7 new + 1 existing household from previous quarter.  
 Q3 - 6 new + 3 existing household from previous quarter.

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>

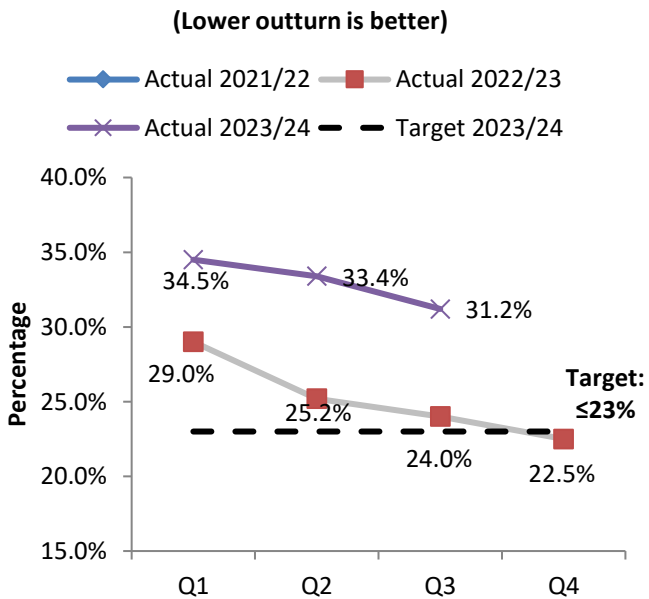


Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	1.72%	2.36%	2.00%	1.76%
Q2	1.84%	2.42%	2.00%	1.67%
Q3	2.29%	2.34%	2.00%	1.65%
Q4	2.14%	1.93%	2.00%	-
Annual	2.14%	1.93%	2.00%	1.65% YTD

Comment: On target, with a pleasing result.

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>RED</b>	<b>RED</b>	<b>RED</b>

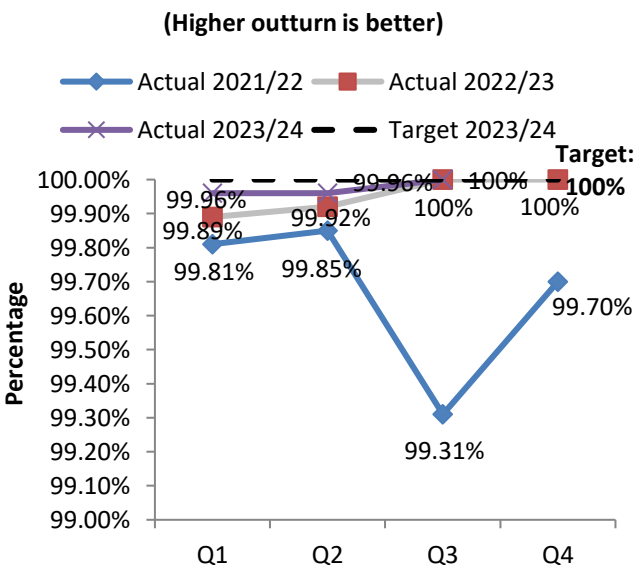


Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	-	29.0%	23.0%	34.5%
Q2	-	25.2%	23.0%	33.4%
Q3	-	24.0%	23.0%	31.2%
Q4	-	22.5%	23.0%	-
Annual	-	22.5%	23.0%	31.2% YTD

Comment: There has been a 2.2% reduction from the last quarter due to the installation of new kitchen, bathrooms, boilers and electrics. The start of the new, 5 year window / door renewal contract was delayed until January 2024 but, along with commencement of works to roofing and associated items planned for Q1 2024/25, significant reduction in non-decency is anticipated.

**H7: Proportion of homes for which all required gas safety checks have been carried out.**

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>RED</b>	<b>GREEN</b>	<b>GREEN</b>



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	99.81%	99.89%	100%	99.96%
Q2	99.85%	99.92%	100%	99.96%
Q3	99.31%	100%	100%	100%
Q4	99.70%	100%	100%	-
Annual	99.70%	100%	100%	100% YTD

Comment: Optimal performance.

Q1 - 2,633 certificates out of 2,634 properties.  
 Q2 - 2,632 certificates out of 2,633 properties.  
 Q3 - 2,635 certificates out of 2,635 properties.

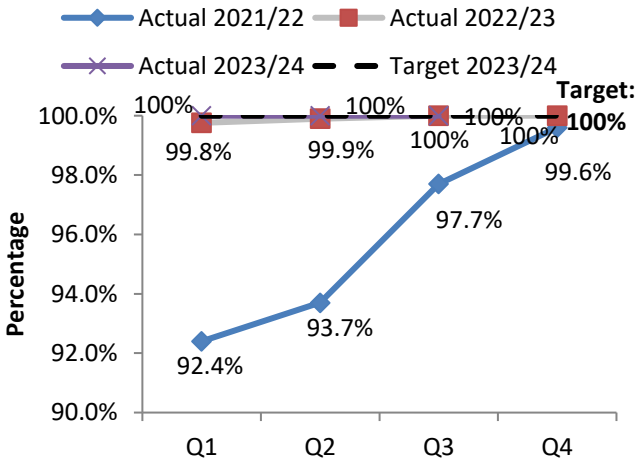
**H8: Proportion of stock with a valid safety certification Electrical Installation Condition Report.**

**Q2 GREEN**

**Q3 GREEN**

**YTD GREEN**

(Higher outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	92.4%	99.8%	100%	100%
Q2	93.7%	99.9%	100%	100%
Q3	97.7%	100%	100%	100%
Q4	99.6%	100%	100%	
Annual	99.6%	100%	100%	100% YTD

Comment: Optimal performance.  
 Q1 - 2,852 certificates out of 2,852 properties.  
 Q2 - 2,851 certificates out of 2,851 properties.  
 Q3 - 2,848 certificates out of 2,848 properties.

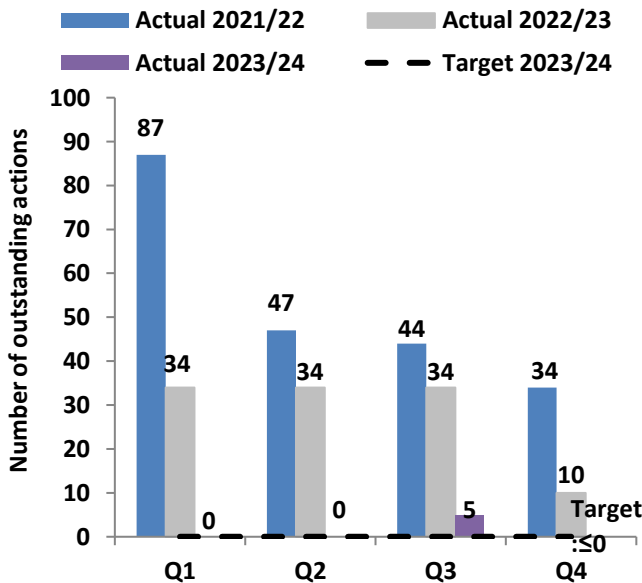
**H9: Number of outstanding high risk Fire Risk Assessment actions.**

**Q2 GREEN**

**Q3 RED**

**YTD RED**

(Lower outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	87	34	0	0
Q2	47	34	0	0
Q3	44	34	0	5
Q4	34	10	0	
Annual	34	10	0	5 YTD

Comment: Five high risk actions have emerged from the latest round of Fire Risk Assessments. Each of these actions are in the progress and are expected to be closed on 7 February 2024, except for one item that due to its complexity is likely to take longer to close off.

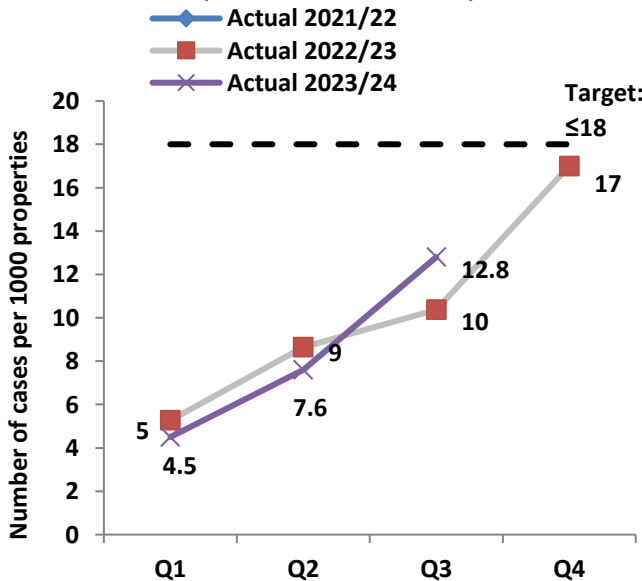
**H10: Anti-social behaviour cases opened (including hate incidents) relative to the number of social housing dwellings (cumulative result).**

**Q2 GREEN**

**Q3 GREEN**

**YTD GREEN**

(Lower outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Measure 2023/24	Actual 2023/24
Q1		5.3	18	4.5
Q2		8.7	18	7.6
Q3		10.4	18	12.8
Q4		17.0	18	
Annual		17.0	18	12.8 YTD

Comment: This measure reflects the monitoring required by the Regulator of Social Housing.



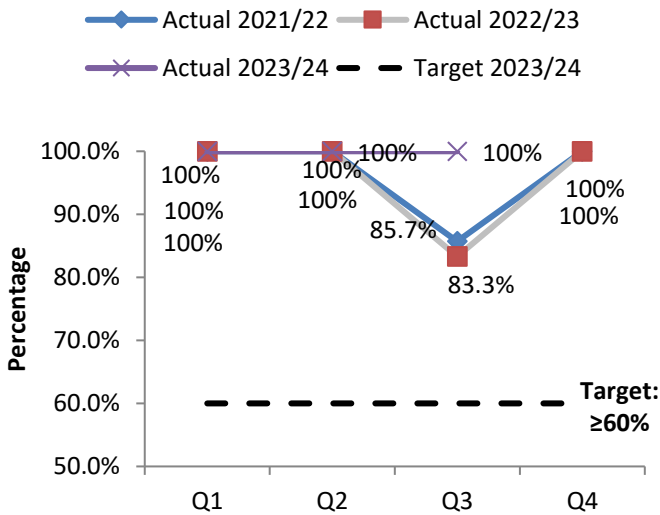
**PLANNING**

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>

Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	100%	100%	60.0%	100%
Q2	100%	100%	60.0%	100%
Q3	85.7%	83.3%	60.0%	100%
Q4	100%	100%	60.0%	
Annual	93.3%	95.2%	60.0%	100% YTD

(Higher outturn is better)



Comment: Optimal performance.

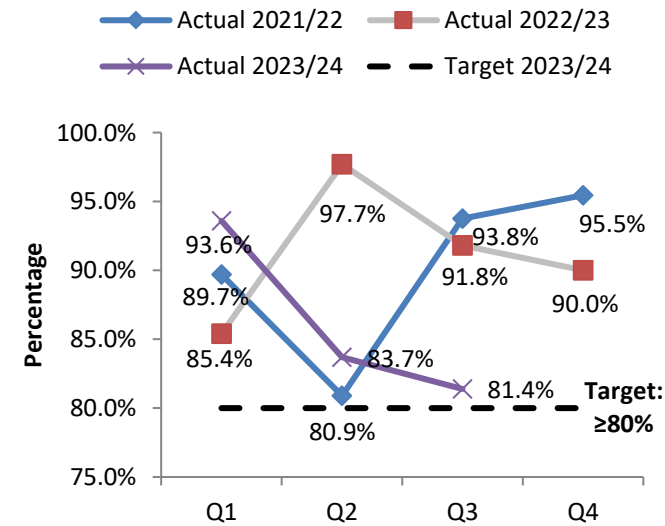
Q1 - 7 of 7 processed to deadline.  
 Q2 - 9 of 9 processed to deadline.  
 Q3 - 3 of 3 processed to deadline.

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>

Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	89.7%	85.4%	80.0%	93.6%
Q2	80.9%	97.7%	80.0%	83.7%
Q3	93.8%	91.8%	80.0%	81.4%
Q4	95.5%	90.0%	80.0%	
Annual	90.2%	91.1%	80.0%	86.3% YTD

(Higher outturn is better)



Comment: On target.

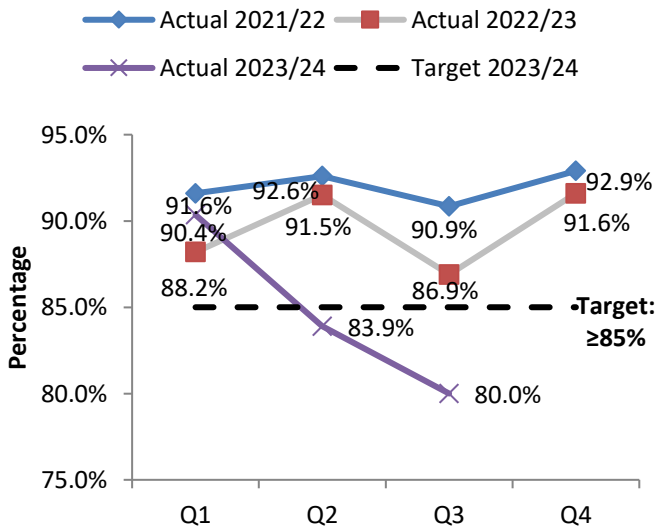
Q1 - 44 of 47 processed to deadline.  
 Q2 - 41 of 49 processed to deadline.  
 Q3 - 35 of 43 processed to deadline.

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>AMBER</b>	<b>AMBER</b>	<b>GREEN</b>

Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	91.6%	88.2%	85.0%	90.4%
Q2	92.6%	91.5%	85.0%	83.9%
Q3	90.9%	86.9%	85.0%	80.0%
Q4	92.9%	91.6%	85.0%	
Annual	92.0%	90.2%	85.0%	85.2% YTD

(Higher outturn is better)

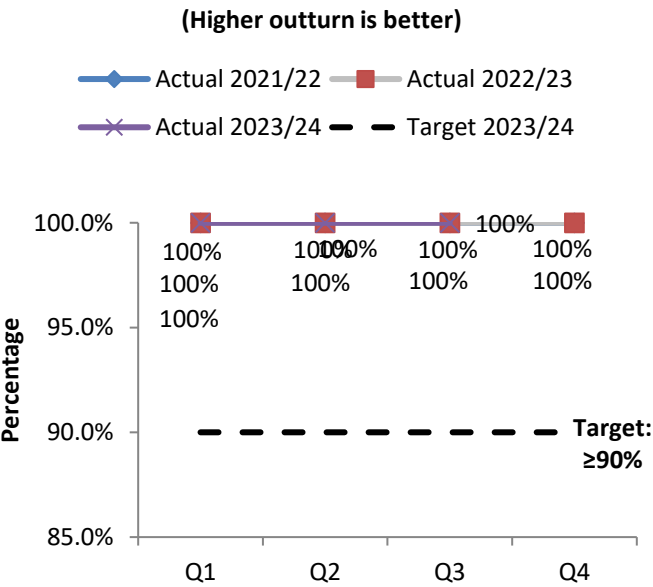


Comment: Below target for Q3, due to not being able to recruit a planning officer and having officers off on maternity leave.

Q1 - 103 of 114 processed to deadline.  
 Q2 - 73 of 87 processed to deadline.  
 Q3 - 72 of 90 processed to deadline.

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>



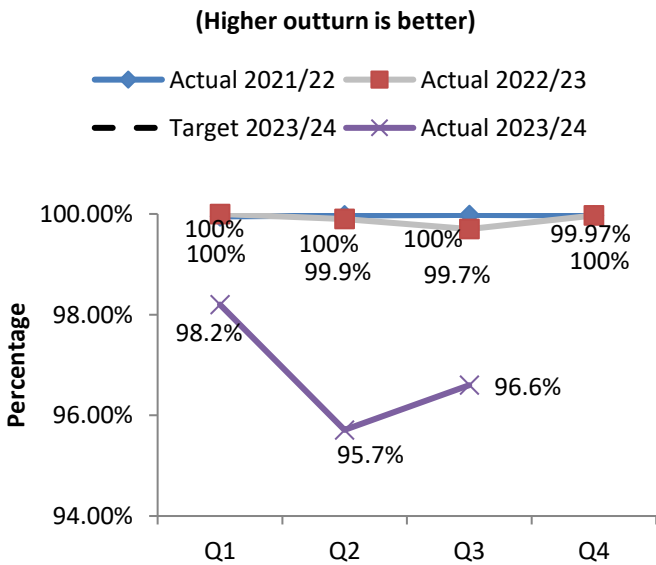
Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	100%	100%	90.0%	100%
Q2	100%	100%	90.0%	100%
Q3	100%	100%	90.0%	100%
Q4	100%	100%	90.0%	
Annual	100%	100%	90.0%	100% YTD

Comment: Optimal performance.

Q1 - 9 applications received, 0 of 0 appeals dismissed.  
 Q2 - 11 applications received, 0 of 0 appeals dismissed.  
 Q3 - 3 applications received, 0 of 0 appeals dismissed.

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>



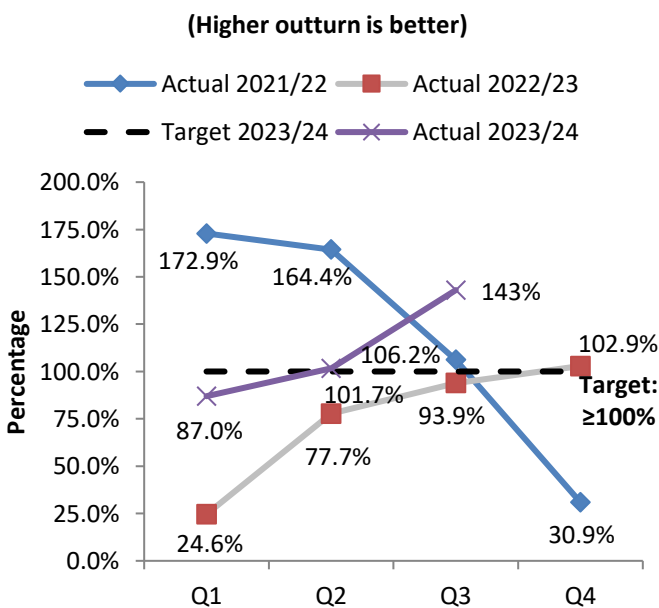
Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	100%	100%	90.0%	98.2%
Q2	100%	99.9%	90.0%	95.7%
Q3	100%	99.7%	90.0%	96.6%
Q4	100%	99.97%	90.0%	
Annual	100%	100%	90.0%	96.6% YTD

Comment: On target.

Q1 - 169 applications received, 3 of 6 appeals dismissed.  
 Q2 - 134 applications received, 10 of 13 appeals dismissed.  
 Q3 - 133 applications received, 2 of 2 appeals dismissed.

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

<b>Q2</b>	<b>Q3</b>	<b>YTD</b>
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	172.9%	24.6%	100%	87.0%
Q2	164.4%	77.7%	100%	101.7%
Q3	106.2%	93.9%	100%	143%
Q4	30.9%	102.9%	100%	
Annual	119.9%	73.0%	100%	109.2% YTD

Comment: During the quarter another staff member joined and the joint effort in the team has cleared a large number of old, legacy cases. A lot of 2023 cases relating to minor issues were closed, however the larger more major cases take longer to investigate and review. As of 31 December, there were 240 open enforcement cases.

Q1 - 60 closed compared to 69 new requests received.  
 Q2 - 59 closed compared to 58 new requests received.  
 Q3 - 83 closed compared to 58 new requests received.

## ENVIRONMENTAL SERVICES

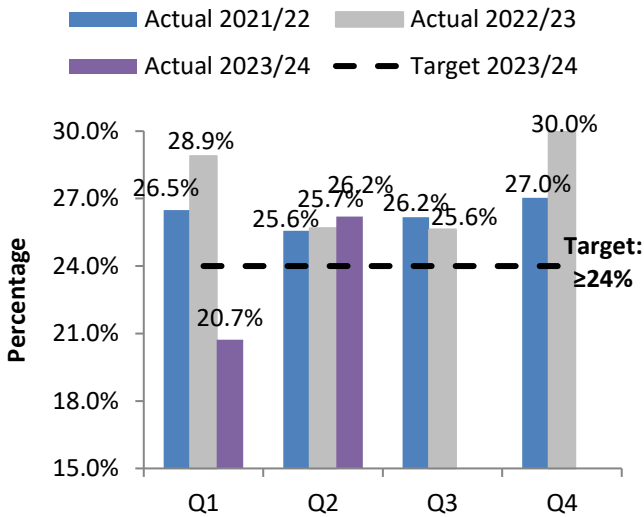
### ES1: Dry mixed recycling rate (paper, cans, glass, plastic).

**Q1**  
**RED**

**Q2**  
**GREEN**

**YTD**  
**AMBER**

(Higher outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	26.5%	28.9%	24.0%	20.7%
Q2	25.6%	25.7%	24.0%	26.2%
Q3	26.2%	25.6%	24.0%	-
Q4	27.0%	30.0%	24.0%	-
Annual	26.1%	27.5%	24.0%	23.5% YTD

Comment: Higher than target due to the ratio of recycling weeks (7) to refuse weeks (6) in this quarter.

Q3 2023/24 results will be provided by Surrey Waste Services in Mar 2024/Apr 2024.

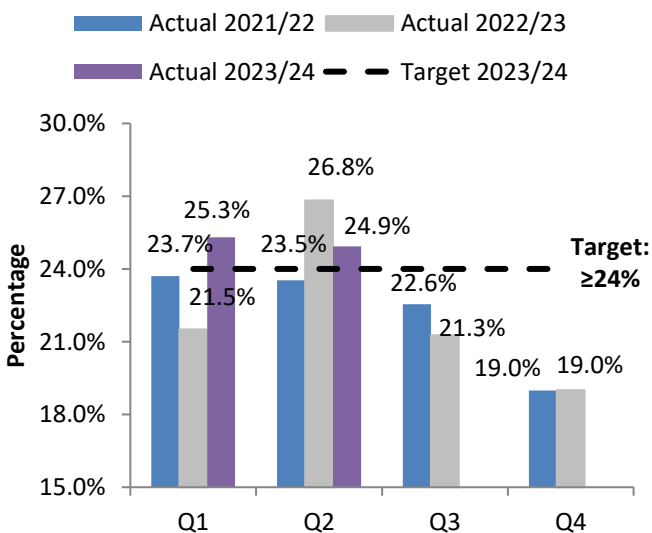
### ES2: Garden waste and food waste recycling rate.

**Q1**  
**GREEN**

**Q2**  
**GREEN**

**YTD**  
**GREEN**

(Higher outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	23.7%	21.5%	24.0%	25.3%
Q2	23.5%	26.8%	24.0%	24.9%
Q3	22.6%	21.3%	24.0%	-
Q4	19.0%	19.0%	24.0%	-
Annual	23.3%	22.1%	24.0%	25.1%

Comment: On target.

Q3 2023/24 results will be provided by Surrey Waste Services in Mar 2024/Apr 2024.

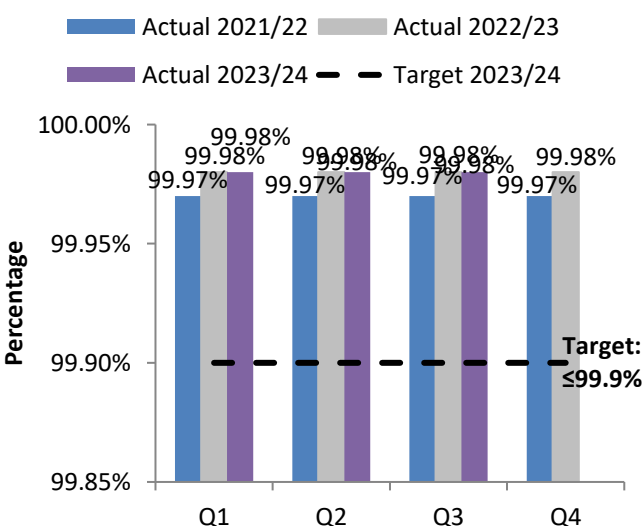
### ES3: Percentage of bins collected.

**Q2**  
**GREEN**

**Q3**  
**GREEN**

**YTD**  
**GREEN**

(Higher outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	99.97%	99.98%	99.90%	99.98%
Q2	99.97%	99.98%	99.90%	99.98%
Q3	99.97%	99.98%	99.90%	99.98%
Q4	99.97%	99.98%	99.90%	-
Annual	99.97%	99.98%	99.90%	99.98% YTD

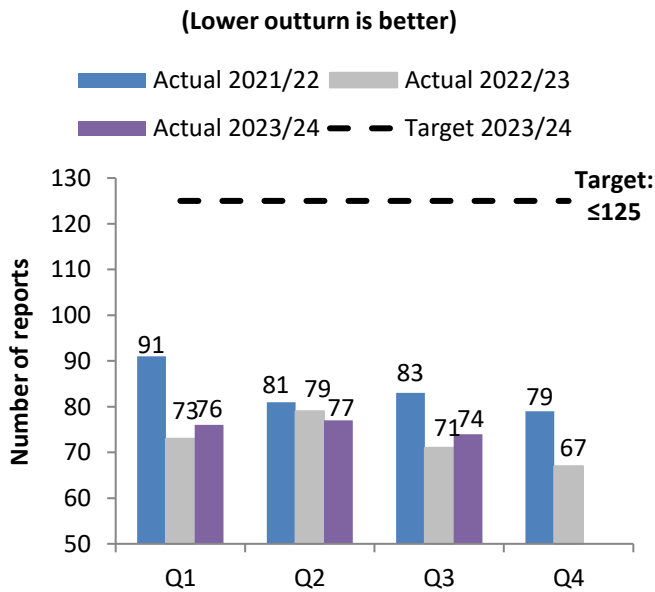
Comment: On target.

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

**Q2  
GREEN**

**Q3  
GREEN**

**YTD  
GREEN**

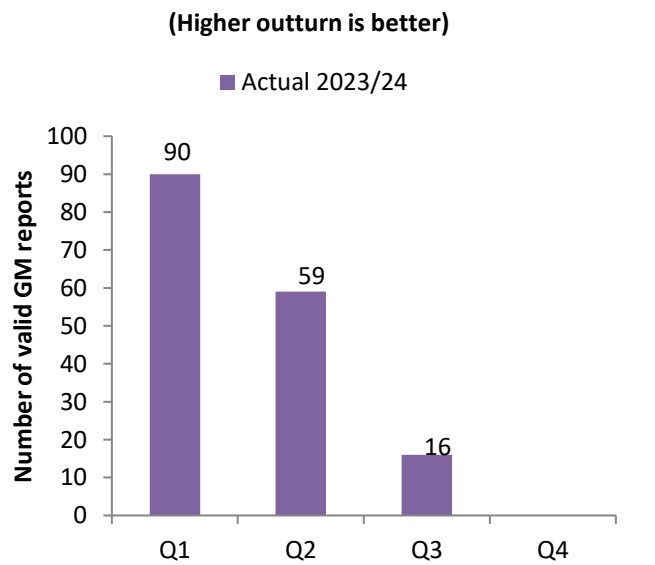


Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	91	73	125	76
Q2	81	79	125	77
Q3	83	71	125	74
Q4	79	67	125	
Annual	334	290	500	227 YTD

Comment: On target.

**NEW ES5: Number of valid ground maintenance reports (overgrown grass, poorly maintained flower beds etc)**

**N/A**



Quarter	New indicator in 2023/24	Target 2023/24	Actual 2023/24
Q1	New service from 23/24. Baseline to be captured during 23/24. Target to be set from 24/25		90
Q2			59
Q3			16
Q4			
Annual			165

Comment: The system for online reporting of service related issues became fully operational in mid May. Results may also include reports related to Highways verges that are now the responsibility of SCC.  
 Q1 = 90 complaints (April - 10, May - 38, June - 42).  
 Q2 = 59 complaints (July - 25, August - 21, September - 13).  
 Q3 = 16 complaints (October - 9, November - 5, December - 2).

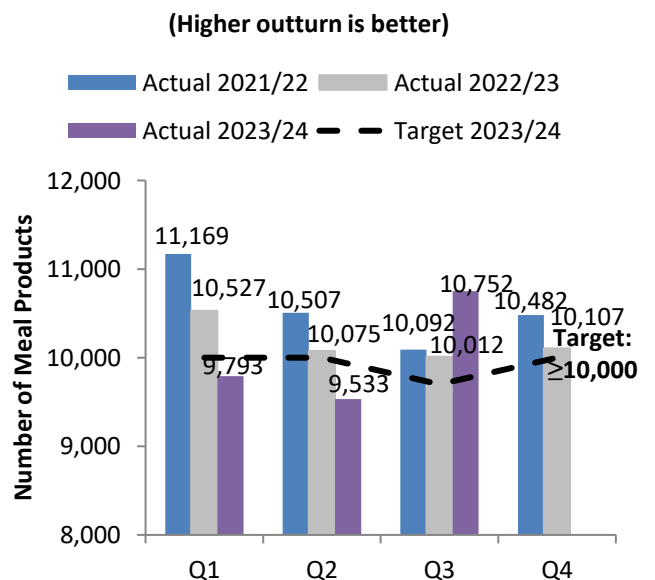
**COMMUNITY SERVICES**

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

**Q2  
AMBER**

**Q3  
GREEN**

**YTD  
GREEN**

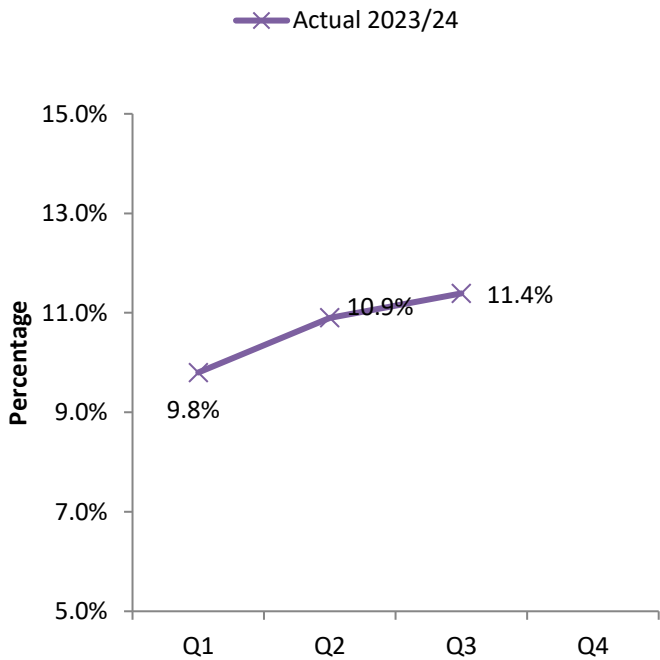


Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	11,169	10,527	10,000	9,793
Q2	10,507	10,075	10,000	9,533
Q3	10,092	10,012	9,700	10,752
Q4	10,482	10,107	10,000	
Annual	42,250	40,721	39,700	30,078 YTD

Comment: A continuing trend of consistent performance with an upward trend from Q2. Officers recognise the need to increase the uptake of Meals at Home and, working with the Communications Team, have launched a marketing campaign. This service is a shared service operated in partnership with Surrey Heath Borough Council.

**NEW C2: Number of careline calls received and the percentage which initiated an emergency response/ intervention to residents**

N/A

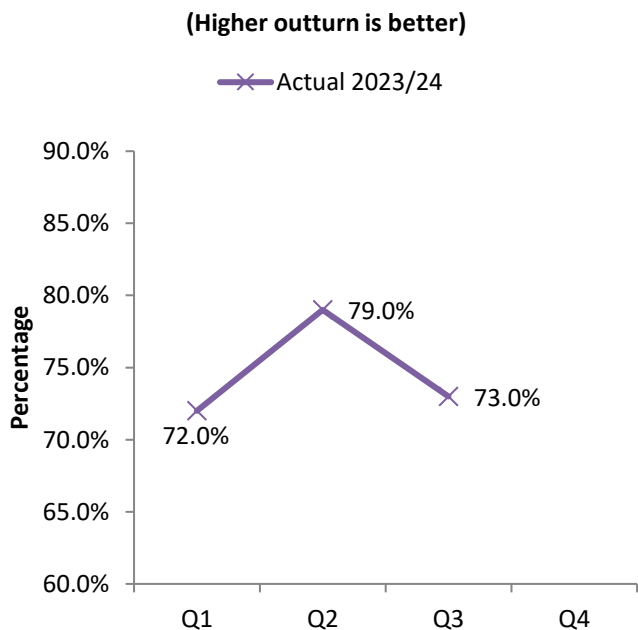


Quarter	New indicator in 2023/24	Target 2023/24	Actual 2023/24
Q1	Monitoring purposes only. No target to be set. Data capture only.		9.8%
Q2			10.9%
Q3			11.4%
Q4			
Annual			10.7% YTD

Q3 figures, relating to service users who are residents of Runnymede only:  
 - Number of Community Alarm Calls Received (excluding when an employee is on site): 4,604  
 - Percentage of Community Alarm calls received resulting in an intervention/emergency response being required: 11.4%  
 For info, if including Surrey Heath's figures under the partnership arrangement the total calls across both boroughs is 7,919 and the percentage requiring an intervention or response is 11.42%

**NEW C3: Percentage of handyperson referrals resulting in works being undertaken to support Runnymede residents**

N/A



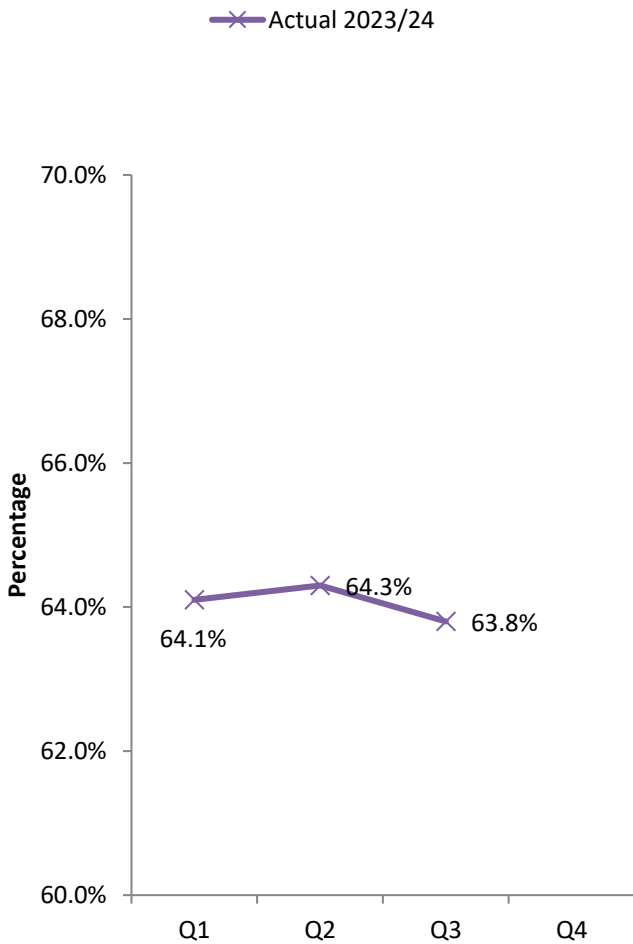
Quarter	New indicator in 2023/24	Target 2023/24	Actual 2023/24
Q1	Baseline to be captured during 2023/24. Target to be set from 2024/25.		72.0%
Q2			79.0%
Q3			73.0%
Q4			
Annual			74.7% YTD

Comments: This information is provided by Woking Borough Council, who coordinate the service on behalf of the Council. There was an increase in the percentage of referrals undertaken in Q1 to Q2. This slightly decreased into Q3, however there was a higher number of referrals in this quarter.  
 In Q1 there was total of 158 referrals, compared to 152 in Q2. Referrals increased again to 158 in Q3.

**NEW C4: Percentage uptake of services following Homesafe+ referrals**

N/A

(Higher outturn is better)



Quarter	New indicator in 2023/24	Target 2023/24	Actual 2023/24
Q1	Monitoring purposes only. No target to be set. Data capture only		64.1%
Q2			64.3%
Q3			63.8%
Q4			
Annual			64.1% YTD

Comment: A total of 364 Runnymede residents are now receiving our services as a result of their Homesafe plus referral over the first 3 quarters of the financial year. The 64.1% uptake of those offered the service reflects the importance of working in this way to support hospital discharge.

Q1 – 238 referrals, of these 209 were offered a service, and 134 took up a paid for service(s) or engaged with Council service(s).

Q2 – 249 referrals: 199 were offered or engaged with a service:- 128 took up a paid for service(s) or engaged with Council service(s).

Q3 – 188 referrals, of these 160 were offered a service, and 102 took up a paid for service(s) or engaged with Council service(s).

Reasons for not offering the service include:

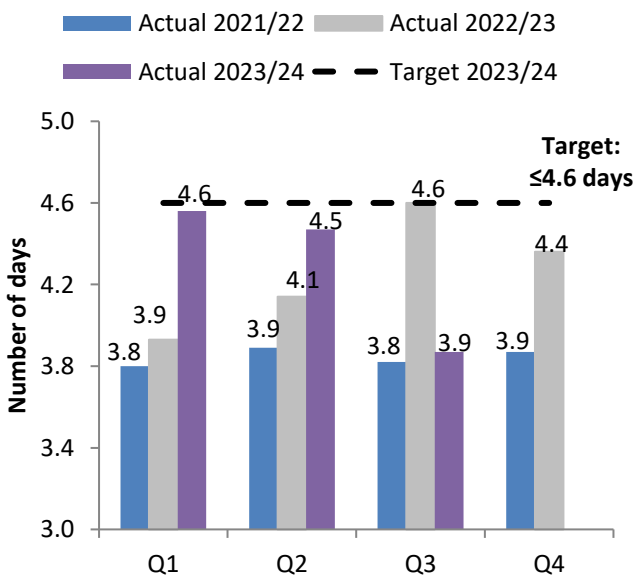
- (1) service referred for is already received but not confirmed with the referrer by the patient,
- (2) the service for which the patient was referred was deemed no longer a requirement or would not meet the patients’ needs post discharge
- (3) Inability to contact the patient, due to delayed discharge, potential entry into respite care before moving home etc. within the period reported on.

**Human Resources**

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

**Q2 GREEN Q3 GREEN YTD GREEN**

(Lower outturn is better)



Quarter	Actual 2021/22	Actual 2022/23	Target 2023/24	Actual 2023/24
Q1	3.8	3.9	4.6	4.6
Q2	3.9	4.1	4.6	4.5
Q3	3.8	4.6	4.6	3.9
Q4	3.9	4.4	4.6	
Annual	3.9	4.4	4.6	3.9 YTD

Comment: On target.

<b>Report title</b>	<b>Treasury Management Report – Q3 2023/24</b>
<b>Report author</b>	Aidar Ismailov – Senior Accountant
<b>Department</b>	Financial Services
<b>Exempt?</b>	No

**Purpose of report:**  
**For information**

**Synopsis of report:**

**This is the report on Council’s treasury management activity and performance in quarter ended 31 December 2023 focusing on financing and liquidity, cash management and risk management.**

**The report also reflects on the review of Council’s treasury and investment strategies, along with prudential indicators, and compliance with the limits set for 2023/24.**

## 1. Background Information

- 1.1. The Council’s treasury management activity is underpinned by CIPFA’s (Chartered Institute of Public Finance and Accountancy) Code of Practice on Treasury Management (“the Code”), and the CIPFA Prudential Code for Capital Finance in Local Authorities (“the Prudential Code”). These require local authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity. From 2023/24, the Code also recommends that members are informed of treasury management activities quarterly.
- 1.2. The Council’s Treasury Management Strategy for 2023/24 was approved at Full Council on 09 February 2023. This report sets out the Council’s performance against the criteria in this report in the quarter ended 31 December 2023.
- 1.3. Treasury management is defined as: “The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.4. No treasury management activity is without risk; The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities focuses on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- 1.5. The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report, therefore, provides details of the treasury activities and highlights compliance with the Council’s policies previously approved by the members.
- 1.6. This report will also be presented to the Overview & Scrutiny Select Committee on 28 March.

## **2. Prudential and Treasury Indicators and Compliance**

- 2.1. In compliance with the requirements of the Code this report provides members with a summary report of the treasury management activity during the quarter ended 31 December 2023 of the 2023/24 financial year (“Q3 2023/24”). Officers herewith confirm that during Q3 2023/24, the Council complied with all its legislative and regulatory requirements and its Treasury Management Strategy Statement and Treasury Management Practices.
- 2.2. There are no proposed changes to the current Treasury Management Strategy.
- 2.3. During the third quarter of the year the Council operated within the treasury and prudential indicators set out in the Council’s Treasury Management Strategy and in compliance with the Council’s Treasury Management Practices and a prudent approach was taken in relation to all investment activity with priority being given to security and liquidity over yield.
- 2.4. A full set of prudential and treasury indicators for Q3 2023/24 are set out in Appendix A

## **3. Risk management**

- 3.1. The Council aims to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity. The Treasury Management Strategy Statement (“TMSS”) for 2023/24, which includes the Annual Investment Strategy, sets out the Council’s investment priorities as being:

### Credit risk

Counterparty credit quality is assessed and monitored with reference to credit ratings including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

### Liquidity risk

In keeping with the DLUHC Guidance on Investments, the Council maintains a sufficient level of liquidity using Money Market Funds and call accounts.

### Yield

The Council seeks to optimise returns commensurate with its objectives of security and liquidity.

## **4. Economic update**

- 4.1. In line with regulations Appendix B sets out the economic context within which our treasury operations were working in during the period covered by this report. This economic update was provided by the Council’s Treasury Advisors, LINK Group and reflects the market position in early January 2024.

## **5. Borrowing Activity in Q3 2023/24**

- 5.1. The Council’s underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (“CFR”). This figure is a gauge of the Council’s indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the Q3 2023/24 unfinanced capital expenditure, and prior period’s net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources. The Council’s current CFR is £702.5m.
- 5.2. Part of the Council’s treasury activities is to monitor cash position and organise financing against the borrowing needs. Financing sourced through combination of external borrowing from external bodies, such as the Government, through the Public Works Loan Board (“PWLB”), or the money markets, or utilising temporary cash resources within the Council.



5.3. No new borrowing was undertaken during Q3 2023/24 meaning that the Council continued to maintain an under-borrowed position. This meant that the capital borrowing need, the CFR, was not fully funded with loan debt, as cash supporting the Council’s reserves, balances and cash flow was used as an interim measure in the sharply rising interest rates environment and the period of low capital spend.

5.4. Table 1 sets out the borrowing activity in the nine months of 2023/24:

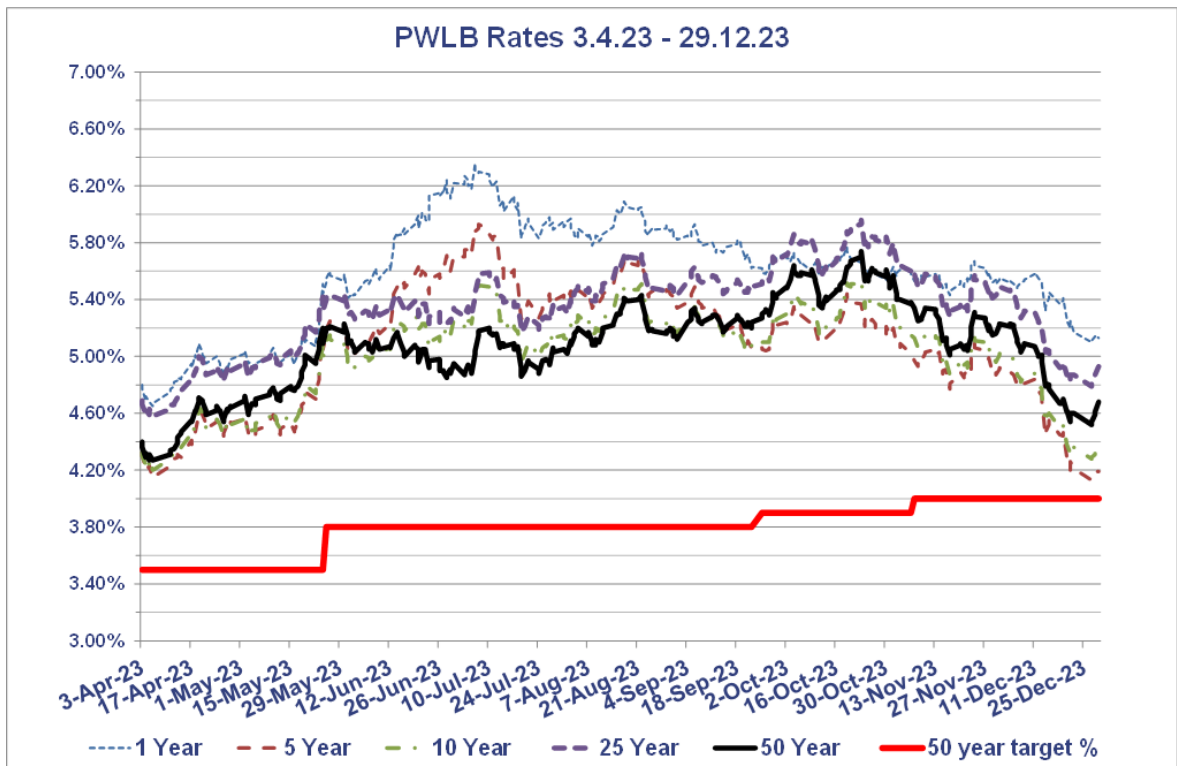
<b>Table 1 – Borrowing activity YTD Q3 2023/24</b>				
	Balance 31 Mar 2023 £'000	New borrowing £'000	Borrowings repaid £'000	Balance 31 Dec 2023 £'000
HRA – PWLB	100,000	0	0	100,000
General Fund - PWLB	499,000	0	10,000	489,000
General Fund – Other	44,181	0	5,566	38,615
	<b>643,181</b>	<b>0</b>	<b>15,566</b>	<b>627,615</b>

5.5. A full list of Council borrowings held as of 31 December 2023 is set out in Appendix C

5.6. PWLB rates are based on gilt (UK Government bonds) yields through HM Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields.

5.7. Gilt yields have endured a volatile first nine months of 2023/24 with yields rising significantly on the back of inflation concerns in H1 before retracting much of those increases in Q3. The market now anticipates rate cuts by H2 2024, which is reflective of market confidence in inflation falling back in a similar manner to that already seen in the US and the Euro-zone.

5.8. The actual PWLB rates during the nine months of 2023/24 were as follows:



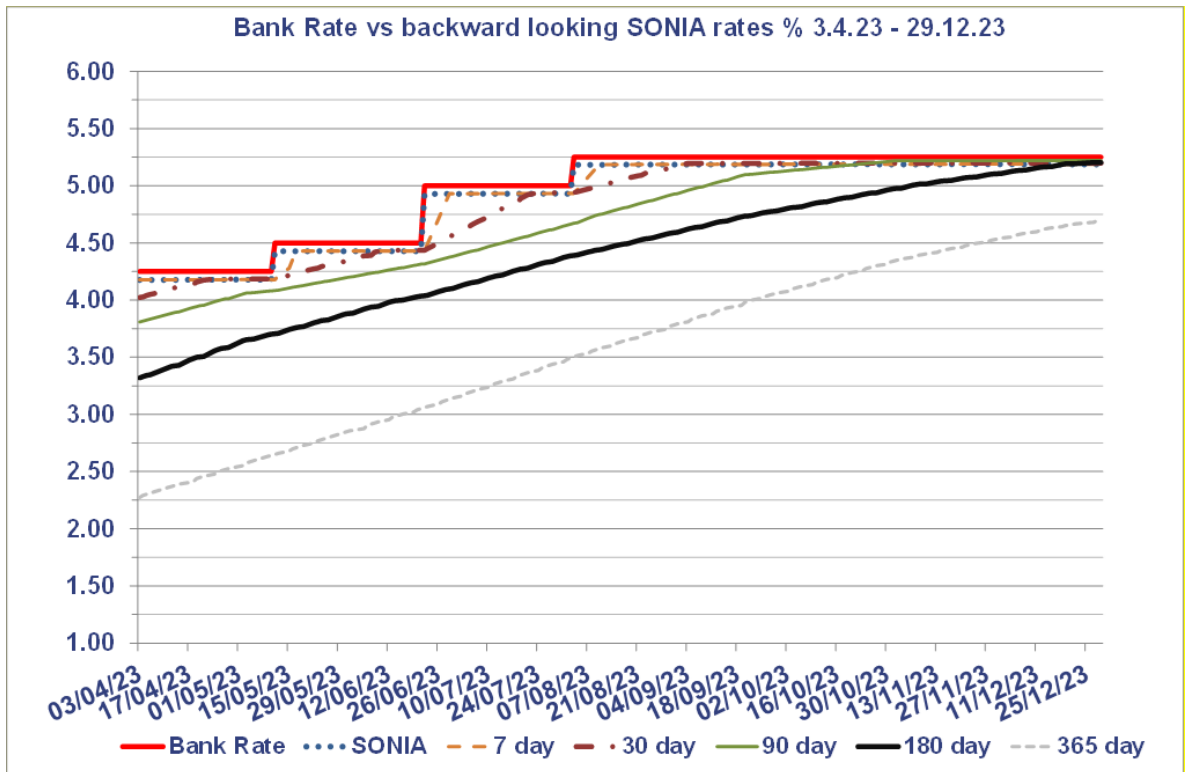
- 5.9. The Department for Levelling Up, Housing and Communities (DLUHC) has policy responsibility for the Prudential Framework under which local authorities borrow and invest. In October 2023, the Government introduced The Levelling Up and Regeneration Act (“LURA”), which includes new provisions that expand the government’s statutory powers to directly tackle excessive risk within local government capital system. A local authority comes into scope of the new powers when a ‘trigger point’ is breached with respect to any of the four capital risk metrics as set out in the LURA.
- 5.10. Further explanation on the consequences of the LURA were explored in the Treasury and Capital Strategies approved by the Corporate Management Committee in January. At the time of writing, no further clarifications have been received on the trigger points, calculations or proposed sanctions.

## **6. Interest rates**

- 6.1. At its 14th December 2023 meeting, the Bank of England’s Monetary Policy Committee (MPC) kept rates on hold for the third time in a row, pushing back against the prospect of near-term interest rate cuts. The vote in favour of keeping rates on hold was 6-3.
- 6.2. LINK now expects Bank Rate to be cut to 4.25% by the end of 2024 (4.5% previously) and 3% by the end of 2025. The low point of the interest rate cycle is also expected to be 3%.
- 6.3. LINK’s forecast for interest rates previously reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least H2 2024. Currently, the rate cuts are expected to start when both the CPI inflation and wage/employment data are supportive of such a move, and when there is a likelihood of the overall economy enduring at least a slowdown or mild recession over the coming months (although most recent GDP releases have surprised with their on-going robustness).
- 6.4. Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.
- 6.5. In the upcoming months, LINK’s forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.
- 6.6. While the Council continues to take a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.
- 6.7. Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates. This also provides benefits of reducing counterparty risk exposure, by fewer investments in the financial markets.

### Interest rate benchmark

- 6.8. The Council uses the Sterling Overnight Index Average (“SONIA”) as a benchmark interest rate. This is published daily and measures the cost of overnight borrowing on a backward-looking basis.
- 6.9. The SONIA (backward-looking) rates during the nine months of 2023/24 were as follows:



FINANCIAL YEAR TO QUARTER ENDED 29/12/2023							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
<b>High</b>	5.25	5.19	5.19	5.20	5.22	5.20	4.70
<b>High Date</b>	03/08/2023	24/11/2023	27/11/2023	12/12/2023	22/12/2023	29/12/2023	29/12/2023
<b>Low</b>	4.25	4.18	4.18	4.02	3.81	3.32	2.27
<b>Low Date</b>	03/04/2023	04/04/2023	11/04/2023	03/04/2023	03/04/2023	03/04/2023	03/04/2023
<b>Average</b>	4.95	4.89	4.88	4.84	4.71	4.43	3.60
<b>Spread</b>	1.00	1.01	1.01	1.18	1.41	1.88	2.43

- 6.10. The Council's actual interest rate performance during three quarters of 2023/24 was 4.80 which compares favourably with the average SONIA rates as can be seen in the above table.
- 6.11. The Council's Treasury Management Strategy sets out a lower rate of interest for the Housing Revenue Account based on the risk-free nature of the account. This lower rate is achieved by deducting the credit risk margin from the actual rate achieved by the Council. The resulting interest rate<sup>1</sup> applicable to the HRA during three quarters of 2023/24 was 4.71%.

## 7. Investments in Q3 2023/24

- 7.1. The Council's investment policy is governed by DLUHC investment guidance and is reflected in the Annual Investment Strategy approved by the Council each year. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.). The investment activity during the three quarters of financial year of 2023/24 conformed to the approved strategy, and the Council had no liquidity difficulties.
- 7.2. Investments of £65.5million were held by the Council as of 31 December 2023 with investment turnover principally driven by the availability of counterparties that meet the criteria set out in the Annual Investment Strategy. Table 3 below summarises investment

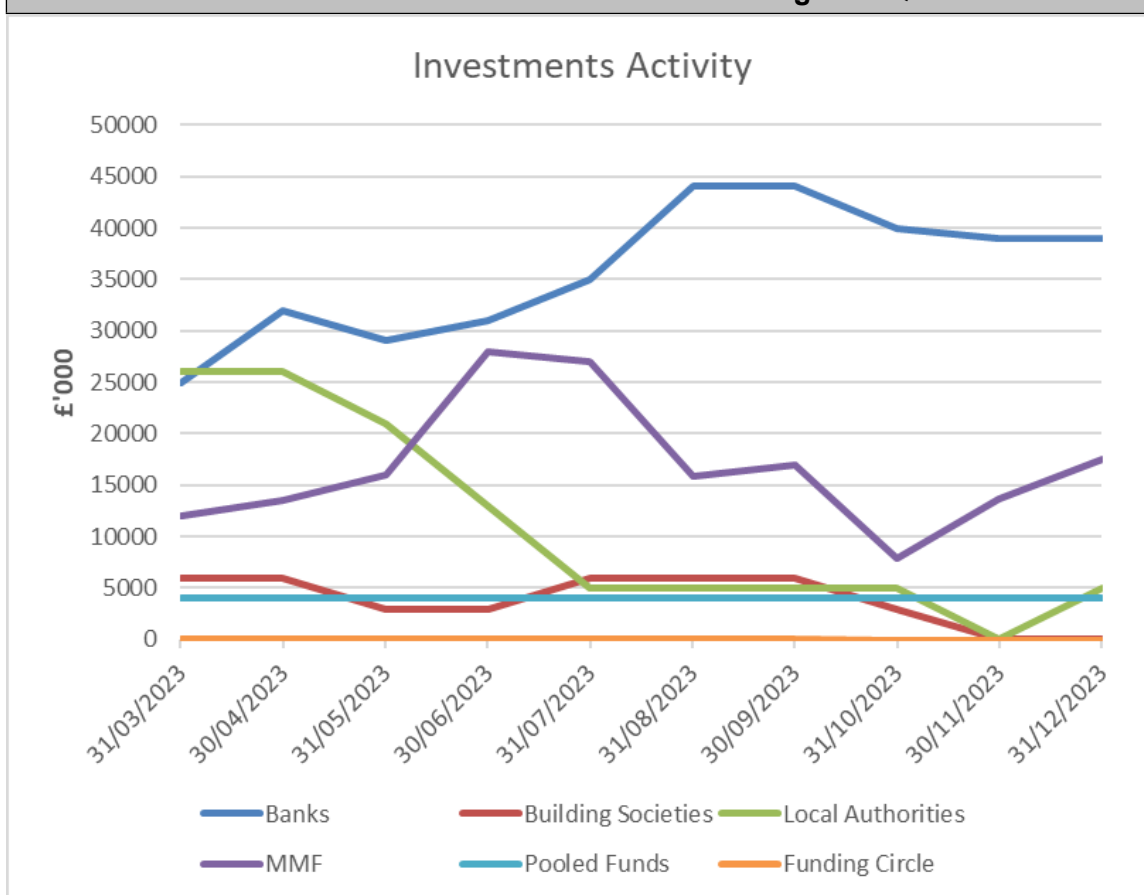
<sup>1</sup> The applicable rate benchmark for a risk-free rate being the average 90-day backward looking SONIA

activity during the three quarters of the year, split between the sectors of the counterparties that the funds were invested with.

<b>Table 2 - Investment activity in YTD Q3 2023/24</b>				
	<b>Balance 31 Mar 2023</b>	<b>New Investments</b>	<b>Investments Recalled</b>	<b>Balance 31 Dec 2023</b>
	£000	£000	£000	£000
<b>Specified Investments</b>				
Banking sector	25,000	75,000	61,000	39,000
Building societies	6,000	9,000	15,000	0
Local Authorities	26,000	13,000	34,000	5,000
Money Market Funds	12,000	124,500	119,000	17,500
<b>Unspecified Investments</b>				
Pooled Funds & Investment Schemes	4,000	0	0	4,000
Funding Circle	42	0	19	23
	<b>73,042</b>	<b>221,500</b>	<b>229,019</b>	<b>65,523</b>

- 7.3. Aside from the parameters set in the Annual Investment Strategy, the main factors that determine the amount of investment income are the level of interest rates, cash flow and the level of reserves and balances. The impact of capital cash flows – receipts from sales and timing of capital projects – also has a significant impact on cash flows.
- 7.4. As discussed in previous reports, the Funding Circle balance is slowly being wound down as loans mature following the decision of the company to close reinvestments for retail customers for which the Council is one.
- 7.5. The monthly movement in balances between these categories during the nine months of 2023/24 is set out in Table 4 below and reflects the available counterparties and investment rates at that time.

**Table 3 - Movement between investments during YTD Q3 2023/24**



7.6. The Council invests in two Pooled Funds (operated by CCLA (Churches, Charities and Local Authorities) Investment Management Limited). These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Investments in these funds are long term in nature and over long-term horizons they provide investors with relatively strong levels of interest (in the form of dividends). However, the capital values of these assets can be subject to large fluctuations (both up and down) over relatively short time frames. The movement of the Council’s two CCLA pooled funds is as follows:

	Original Investment £'000	Value 31 Mar 2023 £'000	Value 31 Dec 2023 £'000	Annualised Return %
CCLA Property Fund	2,000	2,263	2,190	5.56
CCLA Diversified Income Fund	2,000	1,895	1,976	3.45

The differences between the Original Sums invested and the Values on 31 December 2023 are held on the Council’s Balance Sheet in the Pooled Investments Adjustment Account.

7.7. CCLA have proposed to merge CCLA Diversified Income Fund with a new fund, the CCLA Better World Cautious Fund, on 16 February 2024. This change is effectively meant to open the investment strategy to a wider customer base (by reducing minimum size of investment ticket). The new fund will continue to invest globally under the same management, albeit with enhanced ESG investment policy and using formal KPI for the expected minimum return of CPI+2% per annum over any 5-year period. The new fund structure will also allow for more streamlined tax compliance and administration for the foreign tax credits.

7.8. A full list of Council’s investments held as of 31 December 2023 is set out in Appendix D.

## 8. Non-treasury Investments

- 8.1. The Prudential Code, TM Code and DLUHC regulations include guidance on what is termed “non-treasury” investments. These are predominantly investments for commercial return such as:
- commercial loans to companies and other organisations, and
  - holding property for a financial return (investment property).

The Council owns a significant investment property portfolio which is now managed through its developing Asset Management Strategy and provided loans to its wholly owned companies and local community groups.

### Commercial Loans

- 8.2. The Council has funded its three wholly owned companies via Loan Facilities (that have been approved by the Full Council at rates set in accordance with the competition rules) which enabled them to buy some of the properties resulting from the Council’s regeneration schemes. There are no plans in the current Capital Programme to increase investments in these areas. The table below sets out the list of loan facilities and movements in their balances in the three quarters of 2023-24.

	<b>Balance 31 Mar 2023 £'000</b>	<b>YTD 2023/24 Movement £'000</b>	<b>Balance 31 Dec 2023 £'000</b>	<b>Interest Rate %</b>
Dev-t Loans - Addlestone One	25,326		25,326	5.04
Dev-t Loans – Magna Square	11,838		11,838	4.22
Dev-t Loans - Other	1,000		1,000	4.86
Working Capital Loans	445		445	7.54
Working Capital Loans	300		300	7.36
Working Capital Loans	2,100	400	2,500	7.40
<b>Totals</b>	<b>41,009</b>	<b>400</b>	<b>41,409</b>	

- 8.3. The Working Capital Loan Facilities approved in October 2020 allowed a sum of £3m available to draw down as required. Of this amount £500,000 is still available to drawdown as of 31 Dec 2023. It is anticipated that this will be required before the end of this financial year.

### Property performance measurement

- 8.4. To better describe the role the investment property portfolio plays in the Council’s capital and revenue strategies a set of performance reporting measures were approved as part of both the Annual Asset Management Strategy and the Capital & Investment Strategy.
- 8.5. Appendix E sets out the key performance indicators in Q3 2023-24. These will be further developed during 2024-25 using benchmarking analysis relative to the broader market, based on frequent data via a subscription to MSCI Analytics. Work on uploading data to MSCI is currently being undertaken.

## 9. Legal Implications

- 9.1. The powers for a local authority to borrow and invest are governed by the Local Government Act 2003 and associated Regulations. A local authority may borrow or invest for any purpose relevant to its functions, under any enactment, or for the purpose of the prudent management of its financial affairs. The Regulations also specify that authorities should have regard to the CIPFA Treasury Management Code, the Government

Investments Guidance and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out their treasury management functions.

## **10. Environmental/Sustainability/Biodiversity implications**

- 10.1. Ethical or Sustainable investing is becoming a more commonplace discussion within the wider investment community. There are currently a small, but growing number of financial institutions and fund managers promoting Environmental, Social and Governance (ESG) products however the types of products we can invest in are constrained to those set out in our Investment Strategy which is driven by investment guidance, both statutory and from CIPFA, making it clear that all investing must adopt SLY principles – security, liquidity and yield: ethical issues must play a subordinate role to those priorities.
- 10.2. The Council does not invest directly in any companies – other than our own - and our investments are primarily limited to investments with the banking sector and other authorities (term deposits etc) and investments in property (our investment properties).
- 10.3. The Council does have two pooled funds both managed by the CCLA and their approach to ESG can be found on their website: [Approach to ESG | CCLA](#).

## **11. Council Policy**

- 11.1. This is set out in the Treasury Management Policy Statement, the Annual Investment Strategy, and associated Practices and Schedules.
- 11.2. The Council's treasury management policy statement states:

“The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.”
- 11.3. It is the security of investments that has always been the main emphasis of our treasury strategy. In balancing risk against return, Officers continue to place emphasis on the control of risk over yield following investment guidance, both statutory and from CIPFA, which make it clear that all investing must adopt SLY principles – security, liquidity and yield in that order.

## **12. Risk Implications**

- 12.1. The risks associated with Treasury Management activities are set out in the Council's Treasury Management Strategy approved in February 2023 and in the Council's Statement of Accounts.
- 12.2. The risks associated with Non-Treasury Investments are set out in the Council's Capital and Investment Strategy approved in February 2023 and also in the Annual Asset Management Strategy.

## **13. Conclusions**

- 13.1. The first three quarters of 2023/24 continued the challenging investment environment with counterparty risk remaining our primary treasury management priority. The criteria in the Annual Investment Strategy are continuously reviewed to minimise risk as much as practicable whilst retaining the ability to invest with secure institutions.
- 13.2. During the quarter ended 31st December 2023, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy

Statement for 2023/24. The Corporate Head of Finance reports that no difficulties are envisaged for the current or future years in complying with these indicators.

13.3. All treasury management operations have been conducted in full compliance with the Council's Treasury Management Practices.

#### **14. Appendices**

- Appendix A - Treasury and Prudential Indicators 2023/24 as of 31 December 2023
- Appendix B – Economic update for the period
- Appendix C - Borrowings as of 31 December 2023
- Appendix D - Investments as of 31 December 2023
- Appendix E - Property Performance Indicators as of December 2023



**Treasury and Prudential Indicators 2023/24 as of 31 December 2023**

Treasury Indicators	2023/24 Budget (Year End) £'000	31.12.23 Actual £'000
Authorised limit for external debt	700,613	700,613
Operational boundary for external debt	675,613	675,613
Gross external debt	650,613	627,615
Investments	53,756	65,523
Net borrowing	596,857	562,092
<b>Maturity structure of fixed rate borrowing - upper and lower limits</b>		
Under 12 months	25%	1.69%
12 months to 2 years	25%	1.69%
2 years to 5 years	25%	5.14%
5 years to 10 years	50%	10.75%
10 years and above	100%	80.74%
<b>Upper limit for principal sums invested over 365 days (split by financial years beyond current year end):</b>		
Year 1	5,000	0

**The Operational Boundary** – This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

**The authorised limit for external borrowing.** – A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under Section 3(1) of the Local Government Act 2003. The Government retains an option to control either the total of all Councils' plans, or those of a specific Council, although this power has not yet been exercised.

This limit includes a “cushion” to allow for the non-repayment of any borrowing at the required time and headroom for rescheduling of debts (i.e. borrowing new money in advance of repayment of existing). This was not required during the quarter.

**Maturity structure of fixed interest rate borrowing (Upper Limit)** As the Council does not borrow at variable rates of interest, the upper limit on this type of debt will always be nil, therefore no table has been produced for variable interest rate borrowing.

**Investment Treasury Indicator and Limit** - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

There were no investments made for a period of greater than 365 days as of 31 December 2023.

Prudential Indicators	2023/24 Budget £'000	31.12.23 Actual £'000
Capital expenditure – Original	46,479	9,153
Capital expenditure – Revised	26,575	
<b>Capital Financing Requirement (CFR)</b>	<b>703,066</b>	<b>702,545</b>
<b>In-year borrowing requirement</b>	<b>7,603</b>	<b>0</b>
<b>Anticipated year end Internal (under) borrowing</b>	<b>52,453</b>	<b>74,930</b>

**Capital Expenditure** – This prudential indicator is a summary of the Council's capital expenditure plans, and financing requirements. Any shortfall of resources results in a funding borrowing need.

**The Council's borrowing need (the Capital Financing Requirement)** - The Council's Capital Financing Requirement (CFR), is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has no such schemes.

**In-year borrowing requirement** for non-financial investments is any capital expenditure that has not been financed in the year.

## ECONOMIC UPDATE

1. The third quarter of 2023/24 saw:
  - a 0.3% month on month decline in real Gross Domestic Product (GDP) in October, potentially partly due to unseasonably wet weather, but also due to the ongoing drag from higher interest rates. Growth for the second quarter, ending 30th September, was revised downwards to -0.1% and growth on an annual basis was also revised downwards, to 0.3%;
  - a sharp fall in wage growth, with the headline 3-month year on year rate declining from 8.0% in September to 7.2% in October, although the Office for National Statistics' "experimental" rate of unemployment has remained low at 4.2%;
  - Consumer Price Index (CPI) inflation continuing on its downward trajectory, from 8.7% in April to 4.6% in October, then again to 3.9% in November;
  - Core CPI inflation decreasing from April and May's 31 years' high of 7.1% to 5.1% in November, the lowest rate since January 2022;
  - The Bank of England holding rates at 5.25% in November and December;
  - a steady fall in 10-year gilt yields as investors revised their interest rate expectations lower.
2. The revision of GDP data in Q2 to a 0.1% q/q fall may mean the mildest of mild recessions has begun. Indeed, real GDP in October fell 0.3% m/m which does suggest that the economy may stagnate again in Q3. The weakness in October may partly be due to the unseasonably wet weather. That said, as the weakness was broad based it may also be the case that the ongoing drag from higher interest rates is more than offsetting any boost from the rise in real wages.
3. However, the rise in the flash composite activity Purchasing Managers Index (PMI), from 50.7 in November to 51.7 in December, did increase the chances of the economy avoiding a contraction in Q3. The improvement was entirely driven by the increase in the services activity balance from 50.9 to 52.7. (Scores above 50 point to expansion in the economy, although only tepid in this instance.) The press release noted that this was primarily driven by a revival in consumer demand in the technological and financial services sectors. This chimes with the further improvement in consumer confidence in December (from -24 to -22 in the GfK measure). The services PMI is now consistent with non-retail services output growing by 0.5% q/q in Q3, but this is in stark contrast to the manufacturing sector where the output balance slumped from 49.2 to 45.9 and, at face value, the output balance is consistent with a 1.5% q/q fall in manufacturing output in Q3.
4. The 0.3% month on month fall in retail sales volumes in October means that after contracting by 1.0% quarter on quarter (which was downwardly revised from -0.8% quarter on quarter) in Q2, retail activity remained weak at the start of Q3. That suggests higher interest rates are taking a bigger toll on real consumer spending.
5. Higher interest rates have filtered through the financial channels and weakened the housing market but, overall, it remains surprisingly resilient with only marginal falls showing year on year on the Halifax (-1%) and Nationwide (-1.8%) indices. However, the full weakness in real consumer spending and real business investment has yet to come as currently it is estimated that around two thirds to a half of the impact of higher interest rates on household interest payments has yet to be felt.
6. Overall, we expect real GDP growth to remain subdued throughout 2024 as the drag from higher interest rates is protracted but a fading of the cost-of-living crisis and interest rate cuts in the second half of 2024 will support a recovery in GDP growth in 2025.
7. The labour market remains tight by historical standards, but the sharp fall in wage growth seen in October will reinforce the growing belief in markets that interest rates will be cut mid-

2024. Wage growth eased in October much faster than the consensus expected. Total earnings fell by 1.6% month on month, which meant the headline 3-month year on year rate eased from 8.0% in September to 7.2% in October. This news will be welcomed by the Bank of England. Indeed, the timelier three-month annualised rate of average earnings growth fell from +2.4% to -1.2%. Excluding bonuses, it fell from 5.3% to 2.0%. Furthermore, one of the Bank's key barometers of inflation persistence, regular private sector pay growth, dropped from 7.9% 3-month year on year to 7.3%, which leaves it comfortably on track to fall to 7.2% by December, as predicted by the Bank in November.

8. The fall in wage growth occurred despite labour demand being stronger in October than expected. The three-month change in employment eased only a touch from +52,000 in September to +50,000 in October. But resilient labour demand was offset by a further 63,000 rise in the supply of workers in the three months to October. That meant labour supply exceeded its pre-pandemic level for the first time, and the unemployment rate remained at 4.2% in October. In the three months to November, the number of job vacancies fell for the 17th month in a row, from around 959,000 in October to around 949,000. That has reduced the vacancy to unemployment ratio as demand for labour eases relative to supply, which may support a further easing in wage growth in the coming months.
9. CPI inflation fell from 6.7% in September to 4.6% in October, and then again to 3.9% in November. Both these falls were bigger than expected and there are clear signs of easing in domestic inflationary pressures. The fall in core CPI inflation from 5.7% to 5.1% in November was bigger than expected (consensus forecast 5.6%). That's the lowest rate since January 2022. Some of the decline in core inflation was due to the global influence of core goods inflation, which slowed from 4.3% to 3.3%. But some of it was due to services inflation falling from 6.6% to 6.3%. The Bank views the latter as a key barometer of the persistence of inflation and it came in further below the Bank's forecast of 6.9% in its November Monetary Policy Report. This will give the Bank more confidence that services inflation is now on a firmly downward path.
10. The Bank of England sprung no surprises with its December monetary policy committee (MPC) meeting, leaving interest rates at 5.25% for the third time in a row and pushing back against the prospect of near-term interest rate cuts. The Bank continued to sound hawkish, with the MPC maintaining its tightening bias saying that "further tightening in monetary policy would be required if there were evidence of more persistent inflationary pressures". And it stuck to the familiar script, saying that policy will be "sufficiently restrictive for sufficiently long" and that "monetary policy is likely to need to be restrictive for an extended period of time". In other words, the message is that the MPC is not yet willing to endorse investors' expectations that rates will be cut as soon as May 2024.
11. Looking ahead, the colleagues at Capital Economics forecast that the recent downward trends in CPI and core inflation will stall over the next few months before starting to decline more decisively again in February. That explains why we think the Bank of England won't feel comfortable cutting interest rates until H2 2024.
12. The fall in UK market interest rate expectations in December has driven most of the decline in 10-year gilt yields, which have fallen in line with 10-year US Treasury and euro-zone yields. 10-year gilt yields have fallen from 4.68% in October 2023 to around 3.70% at the time of writing, with further declines likely if the falling inflation story is maintained.
13. Investors' growing expectations that the Fed will cut interest rates soon has led to an improvement in risk sentiment, which has boosted the pound and other risky assets. In addition, the rise in the pound, from \$1.21 in November to \$1.27 now, has also been supported by the recent relative decline in UK wholesale gas prices.
14. The further fall in 10-year real gilt yields in December has supported the recent rise in the FTSE 100. That said, the index remains 5% below its record high in February. This modest rise in equities appears to have been mostly driven by strong performances in the industrials and rate-sensitive technology sectors. But UK equities have continued to underperform US

and euro-zone equities. The FTSE 100 has risen by 2.2% in December, while the S&P 500 has risen by 3.8%. This is partly due to lower energy prices, which have been a relatively bigger drag on the FTSE 100, due to the index's high concentration of energy companies.

### Borrowings as of 31 Dec 2023

	Principal Sum £'000	Original Term (Years)	Annual Interest £	MATURITY	%
<b>Housing Revenue Account</b>					
PWLB - 500495	10,000	15	301,000	28 Mar 2027	3.01%
PWLB - 500498	10,000	20	332,000	29 Mar 2032	3.32%
PWLB - 500500	10,000	20	332,000	29 Mar 2032	3.32%
PWLB - 500501	10,000	20	332,000	29 Mar 2032	3.32%
PWLB - 500493	10,000	25	344,000	27 Mar 2037	3.44%
PWLB - 500496	10,000	25	344,000	27 Mar 2037	3.44%
PWLB - 500503	10,000	25	344,000	27 Mar 2037	3.44%
PWLB - 500494	10,000	30	350,000	28 Mar 2042	3.50%
PWLB - 500497	10,000	30	350,000	28 Mar 2042	3.50%
PWLB - 500499	10,000	30	350,000	28 Mar 2042	3.50%
	<b>100,000</b>		<b>3,379,000</b>	<b>Average Rate:</b>	<b>3.38%</b>
<b>General Fund</b>					
PWLB - 507920	10,000	6	205,000	17 Oct 2024	2.05%
PWLB - 504312	10,000	10	256,000	17 Aug 2025	2.56%
PWLB - 506855	10,000	10	219,000	23 Jan 2028	2.19%
PWLB - 505012	4,000	12	86,400	08 Jun 2028	2.16%
PWLB - 144641	6,000	9	150,000	22 Dec 2028	2.50%
PWLB - 504520	15,000	15	414,000	04 Dec 2030	2.76%
PWLB - 176998	10,000	11	226,000	30 Mar 2031	2.26%
PWLB - 410351	10,000	11	167,000	28 Sep 2032	1.67%
PWLB - 505233	10,000	30	244,000	12 Jul 2046	2.44%
Phoenix Life Limited	38,615	40	1,125,858	02 May 2061	2.88%
PWLB - 505335	20,000	45	376,000	01 Sep 2061	1.88%
PWLB - 508328	10,000	43	247,000	31 Dec 2061	2.47%
PWLB - 508377	10,000	43	249,000	18 Jan 2062	2.49%
PWLB - 505968	15,000	45	351,000	04 Apr 2062	2.34%
PWLB - 505969	15,000	45	351,000	04 Apr 2062	2.34%
PWLB - 505972	20,000	46	470,000	05 Apr 2063	2.35%
PWLB - 505433	10,000	47	207,000	29 Sep 2063	2.07%
PWLB - 508192	10,000	45	243,000	12 Dec 2063	2.43%
PWLB - 508226	10,000	45	239,000	13 Dec 2063	2.39%
PWLB - 505434	14,000	48	289,800	29 Sep 2064	2.07%
PWLB - 505668	20,000	48	514,000	20 Jan 2065	2.57%
PWLB - 507420	40,000	47	980,000	29 May 2065	2.45%
PWLB - 507145	10,000	48	228,000	27 Mar 2066	2.28%
PWLB - 507416	40,000	48	984,000	25 May 2066	2.46%
PWLB - 505611	20,000	50	524,000	16 Dec 2066	2.62%
PWLB - 506991	10,000	50	240,000	05 Mar 2067	2.40%
PWLB - 507425	20,000	49	480,000	30 May 2067	2.40%
PWLB - 506125	10,000	50	230,000	12 Jun 2067	2.30%
PWLB - 506887	15,000	50	367,500	08 Feb 2068	2.45%
PWLB - 506888	15,000	50	367,500	08 Feb 2068	2.45%
PWLB - 507407	20,000	50	490,000	23 May 2068	2.45%
PWLB - 177081	40,000	50	932,000	30 Mar 2070	2.33%
PWLB - 434500	10,000	50	167,000	09 Nov 2071	1.67%
	<b>527,615</b>		<b>12,453,058</b>	<b>Average Rate:</b>	<b>2.36%</b>
<b>Total Borrowings</b>	<b>627,615</b>		<b>15,832,058</b>	<b>Annual Interest</b>	<b>2.52%</b>
	<b>£'000</b>				
Authorised Borrowing Limit 2022/23	700,613	(approved 09 Feb 2023 - Full Council)			
Borrowing to date	(627,615)				
<b>Authorised Borrowing remaining</b>	<b>72,998</b>				

Investments as of 31 Dec 2023					
	£'000		ORIGINAL TERM	MATURITY	%
<b>Banks</b>					
<u>Term Deposits</u>					
Sumitomo Mitsui Banking Corp (SMBC)	4,000		3 mth	04 Jan 2024	5.450
Overseas-Chinese Banking Corp (OCBC)	3,000		5 mth	08 Jan 2024	5.600
Handelsbanken	5,000		3 mth	17 Jan 2024	5.420
National Bank of Canada	1,000		6 mth	08 Feb 2024	5.620
Al Rayan Bank	5,000		6 mth	09 Feb 2024	5.410
Goldman Sachs International Bank	5,000		3 mth	13 Mar 2024	5.320
DBS Bank	1,000		4 mth	20 Mar 2024	5.440
National Bank of Kuwait	5,000		3 mth	28 Mar 2024	5.340
First Abu Dhabi Bank	1,000		6 mth	04 Apr 2024	5.610
Qatar National Bank	1,000		6 mth	05 Apr 2024	5.790
<u>Certificates of Deposit</u>					
Danske Bank A/S	1,000		4 mth	08 Jan 2024	5.740
Toronto Dominion Bank	2,000		1 yr	12 Apr 2024	5.100
Standard Chartered Bank	3,000		1 yr	12 Apr 2024	5.040
Skandinaviska Enskilda Banken (SEB)	2,000		1 yr	12 Apr 2024	5.040
<b>Total Banks</b>	<b>39,000</b>	<b>60%</b>			
<b>Building Societies</b>					
	-				
<b>Total Building Society</b>	<b>-</b>	<b>0%</b>	(50% Limit)		
<b>Local Authorities</b>					
PCC Hertfordshire	5,000		4 mth	17 Apr 2024	5.650
<b>Total Local Authorities</b>	<b>5,000</b>	<b>8%</b>			
<b>Money Market Funds</b>					
Aberdeen Liquidity Sterling Fund	-		***** On Call *****		Variable
Aviva Investors Sterling Liquidity Fund - Class 3	10,000		***** On Call *****		Variable
Insight Liquidity Fund PLC	7,500		***** On Call *****		Variable
<b>Total Money Market Funds</b>	<b>17,500</b>	<b>27%</b>			
<b>Pooled Funds &amp; Collective Investment Schemes</b>					
CCLA Property Fund	2,000		**** 3 mth settlement ****		Variable
CCLA Diversified Income Fund	2,000		**** 3 mth settlement ****		Variable
<b>Total Pooled Funds</b>	<b>4,000</b>	<b>6%</b>			
<b>Funding Circle</b>					
Lending to small and medium sized companies	23		**** up to 5 years ****		Variable
<b>Total Other Investments</b>	<b>23</b>	<b>0%</b>	(with the ability to sell loans)		
<b>Total Investments</b>	<b>65,523</b>				

**Investment Property Performance Indicators 2023/24 as of 31 December 2023****Revenue and Tenancy Management Performance**

The following indicators measure the revenue performance and tenancy management performance of the Council's investment Properties.

<b>KPI</b>	<b>Metric Description</b>	<b>YTD 31/12/2023</b> £
<b>Investment Property budget variance</b>	Increased Income Increased Expenditure	216,000 (197,000)
	Net Surplus / (Deficit)	19,000

<b>KPI</b>	<b>Metric Description</b>	<b>YTD 31/12/2023</b>
<b>Income Return (Proportionality)</b>	Investment income as a percentage of all general fund income (excluding Taxation)	42%
<b>Investment Property Rent Arrears</b>	As a percentage of the total portfolio income – taken prior to Quarterly due dates	2.51%
<b>Vacancy Rates</b>	As a percentage of the total portfolio area in SQ FT	8%
<b>Tenant Retention</b>	Number of renewals completed, and tenant breaks not exercised	78%

**Capital & Treasury Performance**

<b>KPI</b>	<b>Metric Description</b>	<b>31 March 2023</b>
<b>Capital Values</b>	Difference in Capital Valuations annually. (March 2022 – March 2023)	- £24.8m
	Difference in Capital Valuations since purchase/construction	+ £13.3m
<b>Loan to Value ratio</b>	Amount of debt compared to the total asset value	97.5%
<b>Interest cover ratio</b>	The total net income from property investments compared to the total interest on associated borrowings	2.45 times
<b>Debt cover ratio</b>	The total net income from property investments compared to the total annual MRP and interest on associated borrowings	1.84 times
<b>Average return on investments</b>	Rental income divided by Capital Value	5.1%

There have been no changes to borrowing or interest payments during the first half of the year.



<b>Report title</b>	<b>Gender Pay Gap</b>
<b>Report author</b>	Kate Enver, Corporate Head of Human Resources and Organisational Development
<b>Department</b>	Human Resources and Organisational Development
<b>Exempt?</b>	No

**Purpose of report:**

- **For information**

**Synopsis of report:**

**To report on the Gender Pay Gap figures for Runnymede Borough Council as at 31st March 2023.**

**1. Context and background of report**

- 1.1 The Gender Pay Gap regulations applied to all public sector organisations from 31<sup>st</sup> March 2017. They require that the gender pay gap figures for the organisation are published by 31<sup>st</sup> March each year based on a snapshot date of 31<sup>st</sup> March on the previous year.
- 1.2 The purpose of this legislation is to encourage employers to take new and faster action to close the pay gap between the genders by requiring employers to publish their gender pay gap on their own external websites and on a Government website. An employer must comply with the legislation if they have a headcount of 250 employees or above. Runnymede has circa 448 employees (at the point of running the reports for this data analysis) excluding casuals.
- 1.3 Research illustrates that despite the fact that over 50 years have passed since the Equal Pay Act became law, the gender pay gap within the British economy remains significant. The level of gender pay gap varies between sectors, occupations, age groups and working patterns.
- 1.4 The gap tends to be higher in industry sectors such as finance, energy and construction and is lower in public administration, support services, health and social work. Occupations where women are typically under-represented tend to produce higher gender pay gaps. Unequal sharing of child-care responsibilities contributes significantly to gender pay gaps because of the higher proportion of women than men taking part-time work which tends to be lower paid. For example, the Institute of Fiscal Studies reported that prior to the birth of a first child, there is an average pay gap between men and women of over 10% and there is then a gradual but continual rise in this pay gap until the first child is aged 12 between the hourly rates of men and women. By this stage women's pay has then reduced to a third below men's hourly wages. The main challenge is seen as ensuring that the pay gap for women over 40 is tackled as a priority.

- 1.5 The causes of the continuing gender pay gap are varied within the economy. Some causes originate outside the workplace such as stereotypical representations of men and women and standards of career advice for females. Within the workplace, the main factors have been identified by research as:-
- Fewer women working in certain more highly paid professions or areas of an organisation (e.g. those involving science, technology, engineering and mathematics).
  - Lack of well-paid part-time or flexible work
  - Women continuing to be less likely to progress to senior levels within an organisation (women continue to make up just over a third of managers and directors nationally)
  - Constrained individual choice, unconscious bias and discrimination. Women who wish to move into management or senior management roles can sometimes be held back by lack of female role models, networking opportunities, mentoring and sponsorship; and also, by assumptions about women not wanting or being in a position to accept promotion.
- 1.6 This research has led the Government to see greater transparency about gender pay gaps as a catalyst to promote organisations to take new and more energetic action to address the issue of working towards closing gender pay gaps in their own organisations.

## **2. What does the legislation require of employers?**

- 2.1 They must comply with this legislation for any year in which they have a headcount of 250 employees or more. The snapshot date for which the gender pay gap is calculated is 31<sup>st</sup> March and it must be calculated and published by 30<sup>th</sup> March the following year.

## **3. What does an employer need to calculate?**

- The mean gender pay gap
  - The median gender pay gap
  - The mean bonus gender pay gap
  - The median bonus gender pay gap
  - The proportion of males and females receiving a bonus payment
  - The proportion of males and females in each quartile pay band
- 3.1 The 'mean' is described as "the mean in math and statistics summarizes an entire dataset with a single number representing the data's center point or typical value. It is also known as the arithmetic mean, and it is the most common measure of central tendency. It is frequently called the "average." Whereas the 'median' is described as "The median represents the middle value in a dataset. The median is important because it gives us an idea of where the center value is located in a dataset. The median tends to be more useful to calculate than the mean when a distribution is skewed and/or has outliers."
- 3.2 A written statement that the calculations are accurate must be signed by a senior person such as a Director or the organisation's Chief Executive. It is also recommended that the figures are accompanied by a narrative setting out why the organisation believes that it has the level of pay gap stated and ideally, an action plan explaining what it proposes to do as an organisation to close that pay gap.
- 3.3 The above calculations need to be published annually based on the situation on 31<sup>st</sup> March each year on the organisation's external website and on the required Government website. Organisations will normally have one calendar year to publish the data from 31<sup>st</sup> March.
- 3.4 There is considerable guidance from Gov.uk and ACAS on what types of pay should be included in the calculations. For example, the regulations only cover those receiving their full

pay during the relevant period. Shift payments are included but not overtime. Expenses are excluded as are termination payments. Car allowances are included but not cars.

- 3.5 Pay is counted as the pay level before deductions such as National Insurance, tax or pension contributions are made. The employees counted include those on zero-hour contracts, apprentices and some consultants. Agency workers are counted by their actual employer.
- 3.6 There is considerable guidance on how to do the calculations. The guidance also recommends considering issues such as how the organisation deals with starting pay for men and women, what the promotion rates are by gender, the percentage of mothers returning to work after maternity leave and the percentage of mothers still in work a year after returning from maternity leave.

#### 4. What is the Council's Gender Pay Gap?

- 4.1 The gender pay gap is defined as the average hourly rate of pay of female full-pay relevant employees expressed as a percentage of male full-pay relevant employees. A negative figure indicates that the average hourly rate of pay of female full-pay relevant employees is greater than their male equivalent. A positive figure indicates that the average hourly rate of pay of female full-pay relevant employees is less than their male equivalent. In other words, a positive figure indicates that there is an issue in the pay gap and therefore some form of remedial action should be taken. A negative figure indicates there is no issue in the pay gap and therefore there is no need for any remedial action to be taken.
- 4.2 The data has been gathered, analysed and calculated for Runnymede Borough Council as at the snapshot date of 31 March 2023. The results are as follows:-

a) **Mean Gender pay gap**

- Male mean hourly rate - £18.50
  - Female mean hourly rate - £17.63
- The calculation is  $\frac{(A-B)}{A} \times 100$

**A** is the mean hourly rate for all male full-pay relevant employees and **B** is the mean hourly rate of pay for all female full-pay relevant employees. Consequently the **Mean Gender pay gap is 4.72%**. This is a reduction on last year, as we reported a 7.62% mean gender pay gap.

b) **Median Gender Pay Gap**

- Male median hourly rate - £16.08
  - Female median hourly rate - £16.08
- The calculation is  $\frac{(A-B)}{A} \times 100$

**A** is the median hourly rate of pay for all male full-pay relevant employees and **B** is the median hourly rate of pay for all female full-pay relevant employees. The **Median Gender Pay Gap is 0%**. This has decreased from last year, as we previously reported a 3.14% median. The median gender pay gap has reduced to 0% based on the successful recruitment of Grounds Maintenance Operatives and HGV drivers which traditionally are seen as male dominated positions and have attracted more lower paid male employees into the RBC workforce.

Despite the reduction in the gender pay gap and reaching a neutral position when analysing the median gender pay gap, the mean gender pay gap of 4.72% overall means employees who are women have lower pay than male employees within RBC.

**c) Bonus**

Bonus is not paid in the organisation therefore there is no data for the 3 bonus related statistical elements.

**d) Pay Quartiles by Gender - What is the proportion of men and women in each pay quartile?**

Table 1 below illustrates the 2023 snapshot data which shows that: -

- the number of female employees in the 4th (highest paid) quartile has increased from 48 to 53 in the last year and the number of Male employees in the 4th quartile has increased from 57 to 59.
- the 3rd quartile data, the number of females has increased from 67 to 72 the number of males has increased from 38 to 40.
- the 2nd quartile shows that the number of females have increased from 76 to 77 and the number of males in this quartile has increased from 29 to 35.
- the 1st quartile (lowest paid) data shows that the number of females has decreased from 52 to 49 and the number of males in this pay quartile has increased from 54 to 63.

Table 1

Quartile	Males		Females		Description
	%	Headcount	%	Headcount	
A (1 <sup>st</sup> Quartile) £9.68 - £13.06	56.25%	63	43.75%	49	All employees whose hourly rate places them at or below the lower quartile
B (2 <sup>nd</sup> Quartile) £13.06 - £16.09	31.25%	35	68.75%	77	All employees whose hourly rate places them in the second quartile
C (3 <sup>rd</sup> Quartile) £16.09 - £19.82	35.71%	40	64.29%	72	All employees whose hourly rate places them in the third quartile
D (4 <sup>th</sup> Quartile) £19.82 - £71.56	52.68%	59	47.32%	53	Upper quartile

	43.97%	197	56.03%	251	<b>Total Headcount</b>
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### 4.3 What are some of the notable features of the Council's Gender pay gap quartile data?

- 4.3.1 One of the principal reasons why the Council's overall gender pay gap is small is illustrated by the pay data within the quartiles. In the lowest quartile band there are a large group of low paid male manual workers primarily employed in Refuse Collection and Street Sweeping and to a lesser degree in Green Spaces ( e.g. Parks), Community Services (as drivers) and Housing (as Task Force Operatives). It is the impact of the number of low paid male manual workers, which is helping to keep the gender pay gap between men and women relatively low in the organisation. The female employees in the lowest pay band tend to be low paid female clerical workers, Kitchen Assistants and Assistant Cooks, some Supported Living staff, Community Services Operatives and casual Museums staff.
- 4.3.2 In the second lowest quartile, we find the majority of lower paid female clerical and administrative staff and the higher paid male manual workers (e.g. Cleansing Drivers and Operatives, Green Spaces staff, and Civil Enforcement Officers).
- 4.3.3 In the third quartile we find a wide diversity of middle- ranking roles within the organisation, the majority of which are occupied by women.
- 4.3.4 Within the higher quartile there is a wide spread of roles. The RBC SLT members is currently comprised of five females and three males. The majority of the CLT team members are male. At the lower end of the upper quartile we find a number of professional staff who are predominantly female (e.g. in Planning and Housing), then there are a number of female middle management staff. However, the higher earning senior managers (e.g. on Corporate Leadership Team (CLT) and those just below SLT level) are evenly balanced with 6 males and 6 females. Consequently in an organisation where the majority of the workforce is female, the existence of the mean gender pay gap of 4.72% is primarily due to the fact that the highest paid senior earners in the organisation are men.
- 4.3.5 The headcount of women and men in this data is 251 women and 197 men. This gap is kept lower by the existence of a large group of low earning male manual workers (mainly in the Cleansing services and Community Transport) which offsets the impact of the fact that the majority of high earners in the organisation at the top end of the structure are also male.
- 4.3.6 The issue of fewer women in senior management positions within the authority than men is not uncommon in the UK economy as a whole. However, in most local authorities the majority of the workforce is female and this should result in the likelihood of more women reaching senior management roles. Runnymede is far from alone in district councils in having fewer women than men in senior management roles. Career breaks and going part-time due to having children and often the main caring responsibilities, appears to be an important feature in this. However research illustrates that other factors can also have an impact on the number of women who reach senior management positions which were described in the introductory paragraphs of this report.

#### 4.4 Comparison to previous years

4.4.1 The changes in the Gender Pay Gap in the past year has been affected by natural turnover across the organisation. There has also been an increase in male workers in the 1<sup>st</sup> quartiles and the number of females in these lower paid quartiles has decreased. There are currently equal numbers of men and women on SLT.

4.4.2 Table 2 below illustrates the annual position over the last 6 years.

Table 2

Year	2018	2019	2020	2021	2022	2023
Mean Gender Pay Gap	7.64%	10.22%	9.06%	8.44%	7.62%	4.72%
Median Gender Pay Gap	-5.2%	-3.6%	0%	0.54%	3.14%	0%

4.4.3 The RBC Gender Pay Gap Action plan has been implemented over the last year. It is recognised that no single action will in its self-redress the gender pay gap imbalance. It will take a series of initiatives often over several years to make a tangible difference, as RBC actively tries to change behaviours, mindsets and decades of inequality. The action plan and progress to date can be found in Appendix 1.

#### 5. Policy framework implications

5.1 Many of the key actions within the Gender Pay Gap Action Plan demonstrate delivery of the identified actions with the Talent Management Strategy and Organisational Development strategy.

#### 6 Resource implications/Value for Money

6.1 Not applicable.

#### 7. Legal implications

7.1 The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“the Regulations”) require employers with at least 250 employees to publish annual information to show whether there is a difference in the average pay of their male and female employees.

7.2 Section 78 of the Equality Act 2010 (“the 2010 Act”) confers power to make regulations requiring employers in Great Britain with at least 250 employees (excluding certain public authorities) to publish information showing whether there are differences in pay between their male and female employees. The Regulations were introduced under the powers granted by section 78 of the 2010 Act.

7.3 The aim of compulsory gender pay gap reporting is to use transparency as a tool for raising awareness, to incentivise employers to analyse the drivers behind their gender pay gap and to explore the extent to which their own policies and practices may have contributed to that gap.

7.4 The requirements for the information to be signed and published are intended to ensure reliability of, and accountability for, the data and to identify for the public record those employers who have complied. Failure to comply with these Regulations would be an “unlawful act” for the purposes of Part 1 of the Equality Act 2006 and would fall within the existing enforcement powers of the Equality and

Human Rights Commission under that Act. Accordingly, the Regulations do not create any specific additional civil or criminal penalties. Levels of compliance with the Regulations will be monitored so that the Government can consider alternative enforcement mechanisms if necessary.

## **8. Equality implications**

- 8.1 The Gender Pay Gap is a key equalities indicator for the Council and improvement at actively reducing the Gender Pay Gap provides some evidence and assurance work is actively being undertaken. The Gender Pay Gap Action Plan was reviewed by the RBC Equalities Group last year. Progress on delivering the plan, key achievements and the development of key success criteria to assess progress will be discussed with the Equalities Group in Q1 2023/25 and inform the new financial years priorities for development. Clearly there is further work to do to achieve a neutral gender pay position but seeing a downward trend towards a neutral gender pay position this year and the detailed work to support the action plan is encouraging.

## **9. Environmental/Sustainability/Biodiversity implications**

- 9.1 Not applicable

## **10. Risk Implications**

- 10.1 Not addressing the Gender Pay Gap could lead to potential claims for equal pay and potentially place the council at risk to litigation.

## **11. Other implications – Comments from the recognised Trade Union**

- 11.1 UNISON have reviewed the Gender Pay Gap report and note the actions that have been taken to date. They look forward to the discussion surrounding new actions that will help to reduce the Gender Pay Gap at RBC for the future.

## **12. Timetable for Implementation**

- 12.1 After this, a narrative is prepared and signed off by the Chief Executive to go with the data on the Council's external website and the Government website by 30<sup>th</sup> March 2024, to meet our legal obligations. The action plan will be reviewed and further developed with engagement from RBC Equalities Group and our recognised Trade Union UNISON to ensure RBC is taking practical steps towards achieving a positive Gender Pay Gap in future years in Q1 2024/25.

## **13. Conclusions**

- 13.1 Progress has been made to reduce the Gender Pay Gap within the council with promising results in achieving 0% gap at median. However, there is further work to do to move from a mean pay gap of 4.72% to a neutral mean pay gap position of 0% in future years. The action plan to proactively reduce the gender pay gap has been embraced with a number of positive initiatives implemented which will have undoubtedly assisted in achieving a reduction this year.

## **14. Background papers**

- 14.1 Not applicable

## **15. Appendices**

## 15.1 Gender Pay Gap Action Plan 2023-2025



## Appendix 1

### Action Plan - Reducing RBC's Gender Pay Gap 2023 - 2025



Project Execution Stage

Action ID	Description	Allocated to	Due by	Status	Update
1	Publicise careers in local government with schools/colleges/universities for both genders flagging up awareness of non-traditional careers for women	Recruitment Manager and line managers	BAU	Ongoing	Created the work experience programme University recruitment events attended at Royal Holloway Created mock interview days for Uni students of how to access local government careers MCP support trade based training placements in partnership with RBC.
2	Make unconscious bias e-learning module compulsory for all staff	Senior HR BP/CLT/SLT	Jun-23	Complete	Module is available to all staff and included within the induction requirements for all new starters to RBC.
3	Publicise apprenticeships widely	Senior HRBP	Jan-April each year	Complete	RBC currently has 8 apprentices with 2 new placements currently due for launch in Q1 2024/25
4	Publicise graduate trainee opportunities	HRBPs	Jan-May each year	Ongoing	RBC currently has 4 graduates, with a new cohort planned via the NGDP September 2025.
5	Publicise availability of post-entry training on staff intranet and in staff comms	Senior HRBP	BAU	Ongoing	Ongoing and primarily achieved through performance reviews
6	Ensure the new HR & Payroll System functionality promotes accessibility for equality and prevents gender bias through AI technology	Recruitment and Retention Manager	Apr-24	Complete	The new recruitment and onboarding system was procured as it could specifically provide gender-neutral screening functionality e.g. adverts, JD&PS
7	Ensure Recruitment toolkit contains guidance on equalities in recruitment and selection practices	Recruitment and Retention Manager	By end of June 2023	Pending	Postponed pending new Recruitment and On boarding system implementation. Revised due date Q3 2024/25.
8	Develop a Recruitment and Selection course for all managers including equalities dimension	Recruitment and Retention Manager	By September 2023	Complete	Completed: Externally delivered Recruitment & Selection training to all managers as well as Safer recruitment Practices
9	Do annual report on starting salaries by gender on appointment and promotion	Policy and Projects Officer - HR	April 2024 and thereafter annually	Allocated	To complete as a follow up piece of work to the Gender Pay Gap reporting to inform potential new actions for this plan.
10	Promote career planning practices and career pathways as part of roll-out of Talent Management Strategy	HR team/Comms/Corporate Heads	Mar-24	Pending	Postponed to create capacity for the implementation of the new HR&Payroll System to ensure we can maximise its functionality to achieve this.
11	Encourage women at all levels to take up training and development opportunities	Line Managers	BAU	Ongoing	Work to promote this as an active part of annual performance review / appraisal discussions.
12	Set a target of 50% of women on SLT and CLT	CLT/CMC	Dec-23	Complete	Achieved in January 2025
13	Review Family Friendly Policies and Flexible Working approaches	HR/Equalities Group/OD Group/CLT/SLT/C	Oct-23	Pending	Postponed for the arrival of the new Corporate Head of HR and OD

<b>Report title</b>	<b>Re-modelling the pay scales</b>
<b>Report author</b>	Kate Enver, Head of Human Resources and Organisational Development
<b>Department</b>	Human Resources and Organisational Development
<b>Exempt?</b>	No

**Purpose of report:**

- **To resolve**

**Synopsis of report:**

**The implementation of the new the National Living Wage rates and the consequential increase to hourly and annual salaries within the Council means the payscale must be re-modelled at Grade 3 and 4 (the lowest grades within the structure) to accommodate the national changes.**

**Recommendation(s):**

- **The re-modelling of the pay scales in line with Option 2 set out in this report is noted/approved.**
- **Delegation is given to the Chief Executive to conclude the negotiations with the recognised Trade Union and implement a new arrangement.**
- **To approve the implementation of the new National Living Wage rate with effect from 1<sup>st</sup> April 2024 in accordance with the legislation.**

**1. Context and background of report**

1.1 The introduction of the National Living Wage (NLW) 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 21 and over rises from £10.42 per hour to £11.44 per hour w.e.f. 1st April 2024. Consequently, the salary scales require re-modelling to accommodate the new hourly rates.

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

2.1 Consideration has been given as to how best achieve the re-modelling of the pay scales to accommodate the new NLW rates of pay, for example ensuring the new salary structure:

- is affordable
- maintains the basic equal pay principals of equal value for equal work
- is reflective of departmental, professional and technical hierarchy within team structures
- does not accelerate 'grade creep' due to the NLW salary increases

- 2.2 The current pay scales are shown in Appendix 1, for reference.
- 2.3 Taking the criteria above (para 2.1) into consideration the following proposals were reviewed by officers: -
- 2.4 Option 1 – The deletion of grades 3 and 4 completely moving all staff within the current grades 3 and 4 to grade 5
- 2.5 Option 2 – Retain Grade 3 as a new entrant single salary grade to RBC (predominantly used for apprenticeship placements) and retain grade 4 but shorten its span from £11.50ph to £11.90ph.
- 2.6 Following the review of the proposals it was identified that option one did not meet all the criteria set out in para 2.1. Initially the concept was that RBC deletes grade 3 as the salary attached to it has been eroded away by the increase to the NLW rates, as previously explained in the Pay Policy Statement 24/25 (section 5). However, this could compromise the departmental, professional, and technical hierarchy within team structures e.g. cleansing operative grade 3, loader grade 4 and 7.5t Driver grade 5 so a decision was taken to consult with the recognised Trades Union on option 2. It is recognised that implementing option 2, will only assist as an interim measure until the NLW is again reviewed and a more fundamental consideration of RBC's Pay, Grading and Reward Strategy is required in 2024/25.
- 2.7 The proposals to re-model the salary scales as shown in Appendix 2 were presented to the recognised Trades Union, UNISON, on 13<sup>th</sup> February 2024.
- 2.8 UNISON were consulted on the proposals and actively engaged in a discussion exploring the proposal. Consequently, UNISON have agreed to the implementation of OPTION 2 on the understanding a further pay, grading and reward strategy review will be undertaken during 2024/25. More understanding of the comments, observations, and views of UNISON on this topic are detailed below in para 9.1
- 2.9 To conclude this piece of work it is proposed that CMC approve the Chief Executive has delegated management authority to implement Option 2 to ensure RBC can re-model the pay scales to accommodate the implementation of the NLW including the desired resolutions to address the concerns of UNISON, where at all possible.

### **3. Policy framework implications**

- 3.1 It is an essential part of the Council's Talent Management and Organisation Development Strategies that the Council has competitive terms and conditions of service to ensure that it can attract the right talent, at the right time, for the right price (basic workforce planning methodology) to ensure the services of the Council can be deployed for the residents and local community of Runnymede.

### **4 Resource implications/Value for Money**

- 4.1 The 2024/25 budget approved by full Council in February 2024 included a provision for the annual staff pay award for 2024/25 from which the adjustments for the National Living Wage requirements will need to be met. It was estimated that to meet the new NLW rates of pay £63,000 would be required out of this provision. Option 2 will be able to achieve the re-modelling of the pay scales and the implementation of the NLW within this budget.

4.2 It should be noted that each year that the NLW percentage increase is greater than the annual pay award for staff there will continue to be a need to review the Council's pay scales.

## **5. Legal implications**

5.1 If HMRC finds that the employer has not paid the minimum wage, action they can take against the employer includes:

- issuing a notice to pay money owed, going back a maximum of 6 years
- issuing a fine of up to £20,000 and a minimum of £100 for each employee or worker affected, even if the underpayment is worth less
- legal action including criminal legal proceedings
- passing on the names of businesses and employers to the Department for Business and Trade (DBT) who may put them on a public list.

5.2 The workers or employees affected by non-payment of the NLW can also take their complaint to employment tribunal and the civil court.

5.3 The Council would wish to avoid any legal challenge and implement the new NLW rates.

## **6. Equality implications**

6.1 The new NLW rates increase the salaries of our lowest paid employees which equate to 18% of our workforce. Of those employees affected (18% of the workforce) in grades 3 – 4 the following EIA analysis has been undertaken: -

- 40% are female and 60% are male,
- 85% are white, 2.5% Asian and 14% prefer not to say
- 1% disabled
- 5% aged 16-24, 17% aged 25-39, 11% aged 40-49, 47% aged 50-54, 20% aged 65+

6.2 The analysis identifies that there is no single group negatively affected by the implementation of the new NLW rates and the amendments to the consolidation of grade 4 to accommodate the changes this year. However, should the fundamental review of the Pay, Grading and Reward Strategy not be undertaken it could lead to future disadvantage of those lower paid employees as there is limited salary progression within the new grade 4 for future salary progression in the years ahead.

## **7. Environmental/Sustainability/Biodiversity implications**

7.1 Not applicable

## **8. Risk Implications**

8.1 Not implementing the NLW could bring about reputational and litigation risks for the Council. Should negotiations not have been concluded with UNISON on the remodelling of the salary scales by the NLW implementation date of 1 April 2024, the council would propose to have implement the new NLW rates of pay for the employees eligible for the increase to ensure we are legally compliant and continue discussions to resolve the remodelling of the pay scales. Fortunately, this will not be required as an agreement has been reached.

## **9. Other implications – Views from UNISON**

9.1 UNISON have reluctantly accepted the implementation of Option 2 given the timeframe and the current financial position. However they were disappointed by the number of employees who feel below the new NLW rate currently. Unison also urged the employer to also remunerate those moving on to the NLW through remodelling to also receive the 3% increment as the re-modelling was a legal requirement to get them to this point. UNISON also noted they were acutely aware of the financial circumstances of our lower paid staff and are seeking the Cost-of-Living Award in July having an emphasis on this and being backdated.

## **10. Timetable for Implementation**

10.1 The new NLW rates of pay will be implemented by 1<sup>st</sup> April 2024 for those employees who are eligible. The new salary scales will be implemented once the negotiations have been finalised with the Trade Union.

## **11. Conclusions**

11.1 The proposal to remodel the pay scales to accommodate the new NLW rates have been agreed with the recognised Trade Union UNISON. The Council will now implement this with effect from 1<sup>st</sup> April 2024 to meet our legal duty, with a commitment to review the pay, grading and reward strategy and structure in 2024/25.

## **12. Background papers**

- Pay Policy Statement

## **13. Appendices**

- Appendix 1 – Current RBC Salary Scales 1<sup>st</sup> July 2023 to date
- Appendix 2 – Proposed RBC Salary Scale with effect from 1<sup>st</sup> April 2024.

## Appendix 1

Salary scales - officer grades (From 1 July 2023)

Grade	Salary range £
3	20,707 - 21,115
4	21,115 - 22,969
5	22,969 - 24,823
6	24,823 - 26,290
7	26,290 - 28,831
8	28,831 - 31,997
9	31,997 - 35,508
10	35,508 - 39,424
MMA (middle manager)	39,424 - 47,956
MMB	47,956 - 55,617
SMA (senior manager)	55,617 - 63,576
SMB	63,576 - 70,580
SMC	70,580 - 79,227
Corporate Head of Service 2	71,048 - 79,791
Corporate Head of Service 1	79,791 - 87,444

## Appendix 2

Proposed Salary scales - officer grades (1<sup>st</sup> April 2024)

Grade	Salary range £
3	£22,187
4	22,187 - 22,969
5	22,969 - 24,823
6	24,823 - 26,290
7	26,290 - 28,831
8	28,831 - 31,997
9	31,997 - 35,508
10	35,508 - 39,424
MMA (middle manager)	39,424 - 47,956
MMB	47,956 - 55,617
SMA (senior manager)	55,617 - 63,576
SMB	63,576 - 70,580
SMC	70,580 - 79,227
Corporate Head of Service 2	71,048 - 79,791
Corporate Head of Service 1	79,791 - 87,444

<b>Report title</b>	<b>Annual Review of the Constitution 2024</b>
<b>Report author</b>	Mario Leo – Corporate Head of Law and Governance (Monitoring Officer)
<b>Department</b>	Law and Governance
<b>Exempt?</b>	No

**Purpose of report:**

- **To recommend to full Council**

**Synopsis of report:**

**This report details recommended updates to the Council’s Constitution from the Constitution Member Working Party.**

**Recommendation(s):**

**That the Council be recommended to adopt the proposed changes to the Constitution, as detailed in this report, to come into effect at the beginning of the municipal year i.e. 15 May 2024.**

**1. Context and background of report**

- 1.1 The Council undertakes reviews of the Constitution on an annual basis to ensure that provisions remain necessary and current.

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

- 2.1 The Constitution Member Working Party considered a series of proposed changes at its meetings during this municipal year. The changes that are proposed are itemised at Appendix 1 of this report. Also accompanying this report is the suite of documents that have been updated as part of this review.
- 2.2 Members are asked to focus their attention on the content of proposed amendments, which have been shown as tracked changes where practical. Formatting checks will be undertaken by officers prior to its publication.
- 2.3 Members are advised that it was impractical to display tracked changes for the revised Contract Standing Orders document, due to sections being moved in their entirety. The Head of Procurement provided a separate summary of the proposed changes to assist with the Member Working Party’s understanding of the proposed changes.
- 2.4 The Publicity and Media Handling Protocol (now to be known as the Publicity, Media and Social Media Handling Protocol) has been comprehensively refreshed, having last been



reviewed several years ago, to account for new ways of interacting with residents and other parties. It was therefore not practical to provide tracked changes for this document.

### **3. Policy framework implications**

- 3.1 The Constitution is the Council's primary governance document. It encompasses a number of provisions and policies that govern the way in which the Council operates.

### **4 Resource implications/Value for Money**

- 4.1 The review of the Constitution was carried out within existing resources and the proposed changes have minimal resource implications. Officers will continue to strongly encourage individuals to refer to electronic versions of the Constitution, particularly because of the cost of printing it. Ensuring that members and officers refer to the latest provisions is also important now that in-year updates are becoming more frequent.

### **5. Legal implications**

- 5.1 Councils are required to prepare and maintain a Constitution under the provisions of Section 9P of the Local Government Act 2000 and subsequent Constitution Direction issued by the then Secretary of State.

### **6. Equality implications**

- 6.1 None.

### **7. Environmental/Sustainability/Biodiversity implications**

- 7.1 The structure of the Constitution as a document was reviewed last year, with the aim to making it significantly more accessible as an electronic resource with a view to minimising the number of requests for paper copies.

### **8. Risk Implications**

- 8.1 None.

### **9. Other implications**

- 9.1 None.

### **10. Timetable for Implementation**

- 10.1 Subject to the agreement of the Corporate Management Committee and the Council, the latest version of the Constitution will come into effect on 15 May 2024.

### **11. Conclusions**

- 11.1 The Council is under a statutory duty to prepare and maintain a Constitution and the annual review exercise enables the Council to demonstrate compliance with its legal duty. Adoption by the Full Council of the revised Constitution is the final stage in the review process.

### **12. Background papers**

None.

### **13. Appendices**

- Appendix 1 – summary of proposed changes to the Constitution
- Appendix 2 – proposed changes to document 2d (Article 4 – The Full Council)
- Appendix 3 – proposed changes to document 2h (Article 8 – The Standards and Audit Committee)
- Appendix 4 – proposed changes to document 3a (committee responsibilities)
- Appendix 5 – proposed changes to document 3b (scheme of delegation to officers)
- Appendix 6 – proposed changes to document 4a (council, committee and administrative standing orders)
- Appendix 7 – proposed changes to document 4d (scheme for responding to petitions)
- Appendix 8a – summary of proposed changes to document 4e (contract standing orders)
- Appendix 8b – proposed revised document 4e (contract standing orders)
- Appendix 9 – proposed revised document 5s (Publicity, Media and Social Media Handling Protocol)

## Appendix 1

### Summary of proposed changes to the Constitution - May 2024

The list below details the changes to the Constitution, as considered and proposed by the Constitution Member Working Party.

	<b>Constitution section</b>	<b>Document</b>	<b>Summary of requested changes</b>	<b>Summary of reasons for requesting the changes/MWP views</b>
1.	Part 2 - articles	2d – Article 4 – The Full Council	Clarification of rules around substitutions and committee membership changes.	To align with the statutory provisions of the Local Government Act 1972.
2.	Part 2 – articles	2h – Article 8 – The Standards and Audit Committee	Giving a nominated committee responsibility for the corporate complaints policy and associated processes.	Constitution does not currently provide for these functions.
3.	Part 3 - responsibility for functions (inc. scheme of delegation)	3a – committee responsibilities	Inclusion of provisions for the Environment and Sustainability Committee to regulate mobile homes and determine the level of relevant fixed penalty notices.	Constitution does not currently provide for these functions.
4.	Part 3 - responsibility for functions (inc. scheme of delegation)	3b - scheme of delegation to officers	Add provision to sign contracts, deeds, etc electronically.	Electronic signing of documents is increasingly common as it provides an efficient method of transacting business and limits the need to hold and process paper copies.

5.	Part 3 - responsibility for functions (inc. scheme of delegation)	3b - scheme of delegation to officers	Add enforcement to land drainage byelaws.	Constitution does not currently provide for these functions.
6.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (3.2)	Introduction of the ability to cancel meetings of the Council once a summons has been issued.	Provision currently not available. The proposed mechanism can only be delegated to an officer in consultation with nominated postholders.
7.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (12.2)	Adjustment to the deadlines for the receipt of public questions or speaking requests.	<p>To be consistent with other meeting deadlines such as motions, member questions, etc, and to allow for publication of such public requests with the main summons (as opposed to a later supplementary summons).</p> <p>The working party agreed that the change would not impact on the public's ability to interact with meetings of the Council as speaking requests or questions do not need to relate to agenda items. It was noted that members of the public were able to contact their ward councillors when business on the summons affected them.</p>

8.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (13.1)	<p>Questions from members not to be permitted at the annual meeting of the Council.</p> <p><b>NOTE: this provision will be in effect for the annual meeting on 15 May 2024.</b></p>	<p>The working party agreed that the ability to submit questions at the annual meeting was not appropriate because of the ceremonial nature of the meeting. It is also impractical to administer because positions of responsibility have not been appointed to until the date of the meeting.</p>
9.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (13.3)	<p>Providing the ability for the Leader to delegate responding to questions.</p>	<p>The working party agreed that it is sometimes more appropriate for the chair of a committee to respond to questions, particularly where they may have had direct involvement in, or knowledge of a matter.</p>
10.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (13.3)	<p>Process for questions when a submitter is absent.</p>	<p>The submitter of a question needs to be present to put their question to the leader (or other relevant member), and to be able to ask a supplementary question.</p> <p>If the question is not put at the meeting, the submitter will be able to resubmit it for the next ordinary meeting.</p> <p>The working party agreed that this was a pragmatic approach.</p>

11.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (13.5, 13.6)	Minor revisions.	To tidy the language used and/or offer greater clarity.
12.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (22.8)	Revision linked to the change in Article 4.	
13.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (27.1)	Committees changing their own starting times.	The MWP agreed that this flexibility was a useful tool for committees to either change their starting time permanently, or for individual meetings.
14.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (27.5)	Revised process for members requesting agenda items at committees.	The working party agreed that the introduction of a revised process, in order to provide time to discuss and scope member requests with appropriate officers, and then draft comprehensive reports for committees, was welcome.
15.	Part 4 - rules of procedure, standing orders and financial regulations	4a. council, committee and administrative standing orders (39 ~)	Simplification of the outside bodies process.	The working party considered the current process to be onerous for members and officers and welcomed a simplification of the arrangements for appointing to outside bodies. The proposed move to one round of appointments, shortly after the annual meeting (and election were applicable) was endorsed.

16.	Part 4 - rules of procedure, standing orders and financial regulations	4d. scheme for responding to petitions	Clarification on arrangements for matters where statutory consultation processes exist such as planning and licensing applications.	The working party agreed that there was no practical change to the ability to submit petitions, but welcomed the clarification around what would happen with petitions that related to planning and licensing applications.
17.	Part 4 - rules of procedure, standing orders and financial regulations	4e. contract standing orders	Review of the structure of the CSOs.	The working party welcomed this review which sought to provide clarity on the CSOs by arranging the stages chronologically. There are no changes to the provisions within the CSOs.
18.	Part 5 - codes of conduct and protocols	5s. publicity and media handling protocol	Update of the current document.	The working party agreed that the additional clarity in the proposed document was welcomed.
19.	All parts	All documents	Change relevant language to gender neutral terms.  The specific changes are not itemised within the documents before the committee – Democratic Services will review the Constitution prior to its implementation date.	The working party agreed that this was a positive update in the language used within the Constitution.

## Article 4 - The Full Council

4.01 **Subject to any exception in Article 7 or Parts 3 or 4 of the Constitution which accords with the Local Authorities (Alternative Arrangements) (England) Regulations 2001, only the Council will exercise the following functions:**

- (a) adopting and changing the Constitution including the Code of Conduct for Members;
- (b) approving or adopting the policy and financial framework, the budget, the setting of the Council Tax, and any application to the Secretary of State in respect of any Housing Land Transfer;
- (c) agreeing and/or amending the Terms of Reference for Committees, deciding on their composition, and making appointments to them (except for authorised [changes to memberships and substitutions to Committees under made in accordance with](#) Standing Order 22.8)
- (d) adopting a Members' allowances scheme as mentioned under Article 2.04, or the amount of the Mayor's or Deputy Mayor's expenses.
- (e) changing the name of the area,
- (f) conferring the title of Honorary Alderman, or the Freedom of the Borough
- (g) giving permission to a committee to appoint a sub-committee;
- (h) making, amending, revoking, re-enacting or adopting bylaws and promoting or opposing the making of local legislation or personal Bills; and
- (i) approving the appointment or dismissal of the Head of Paid Service in accordance with Regulation 5 of the Local Authorities (Standing Orders) (England) Regulations 2001.
- (j) approval of all property transactions where a borrowing approval is not in place.
- (k) all other matters which by law must be reserved to Council.

4.02 The full Council is not required to approve:

- (a) amendments or revocations of any plan or strategy necessary to give effect to requirements of the Secretary of State or a Minister made when he was asked to approve it;
- (b) amendments or revocations of any plan or strategy if the Council has delegated the power to amend or revoke it to a Committee, or Sub-Committee or Officer, either in this Constitution or at the time it approved the plan or strategy.

Note: So far as relevant, this Article is intended to incorporate the provisions of Regulation 4 of the Local Authorities (Alternative Arrangements) (England) Regulations 2001. If there is any difference between this Article and that Regulation, the Regulation prevails.





## **Article 8 - The Standards And Audit Committee**

### **8.01 Standards Committee**

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

### **8.02 Composition**

The Standards and Audit Committee will be composed of ten Councillors.

Full Council will appoint independent persons who can be consulted when issues concerning conduct arise.

### **8.03 Role and Function**

The Standards and Audit Committee will have the following roles and functions:

- (a) promoting and maintaining high standards of conduct by Councillors and co-opted Members;
- (b) assisting the Councillors and co-opted Members to observe the Members' Code of Conduct;
- (c) advising the Council on the adoption or revision of the Members' Code of Conduct;
- (d) monitoring the operation of the Members' Code of Conduct;
- (e) advising, training or arranging to train Councillors and co-opted Members on matters relating to the Members' Code of Conduct;
- (f) granting those dispensations to Councillors and co-opted Members from certain requirements relating to interests arising under the Members' Code of Conduct which are not delegated to the Monitoring Officer to determine, in accordance with the relevant legislation and in consultation with the Independent persons.
- (g) considering appeals by Councillors and co-opted Members, where no dispensation has been granted by the Monitoring Officer;
- (h) assessing and considering complaints about the conduct of Councillors, and co-opted Members which are not determined by the Monitoring Officer under delegated authority, in the manner required by law and in accordance with the procedures in force;
- (i) dealing with any reports from the Monitoring Officer on any matter referred to the Monitoring Officer; including complaints about the Council;
- (j) taking an overview of Local Government and Social Care Ombudsman investigations and considering their outcomes where appropriate;

- (k) determining appeals against dismissal and grievances (including salary gradings) by employees of the Council (via the Standards and Audit Sub-Committee);
- (l) considering matters arising from internal audit and control reports;
- (m) considering the Council's corporate systems and controls, compliance with legislation and control procedures,
- (n) in relation to risk management oversight of all risk analysis and risk assessment, risk response, and risk monitoring including:
  - the establishment of risk management across the organisation, including partnerships;
  - awareness of the Council's risk appetite and tolerance;
  - reviewing the risk portfolio;
  - being appraised of the most significant risks;
  - determining whether management's response to risk and changes in risk are appropriate.
- (o) considering the scope of internal audit activity;
- (p) considering such matters arising from external audit as may be referred to it by the external auditor;
- (q) recommend appointment of external auditors;
- (r) to recommend to Council individuals suitable for appointment as Independent Persons;
- (s) determining the expenses and allowances of the Independent Persons following their initial determination by the Monitoring Officer in consultation with the Leader of the Council and Chairman of this Committee.
- (t) taking an oversight of the Council's Complaints Policy, and associated Procedures and Key Performance Indicators

#### 8.04 Hearings

All hearings and assessments of complaints against Members will be conducted in accordance with the current legal requirements and (subject to that) the provisions set out in the Administrative and Procedural Standing Orders in Part 4 of this Constitution.

## Committee Responsibilities

The table on the next pages shows the responsibilities allocated to each Committee. The Scheme of Delegation which follows identifies those which must be the subject of recommendation to the full Council and those which the Committee may decide itself. The table and Scheme must be read subject to the General Note (paragraph 1) and Standard Duties (paragraph 2) below.

**Member Working Parties are not Committees and have no decision-making powers, but can fulfil an important research and advisory function. They should be constituted in accordance with the protocol set out in paragraph 3 below.**

The Constitution uses the phrase "delegated function" to refer to a function which may be exercised by a Committee, Sub-Committee or Officer.

### 1. General Note

- 1.1 Notwithstanding anything else in this document, if a particular matter or project falls under the Terms of Reference of more than one Committee, the Council may designate one Committee as the "lead" Committee for that subject. The lead Committee shall then have all the powers and functions of other relevant Committees in relation to that subject. It may also if it wishes refer any aspects of the matter to another appropriate Committee for decision, recommendation to Council, or comment to the lead Committee. (See also 1.4 below).
- 1.2 No Committee or Sub-Committee or Officer shall take any action requiring expenditure unless suitable budgetary provision has been approved.
- 1.3 Decisions on the matters set out in Article 4, or asterisked in the Scheme of Delegation, are reserved to the Council, and the role of each Committee in such matters is to make appropriate recommendations to the Council. However, if it is lawful for a Committee to take the decision, and if in the opinion of the Chairman and Vice-Chairman (or the person presiding at the Meeting of the Committee in question) a decision on the matter is needed so urgently that it cannot reasonably be delayed until the next Meeting of the Council, the matter in question shall become a delegated function for the purposes of that decision only.
- 1.4 If at least thirty per cent of the full number of voting Members of a Committee so request at any time before the vote is taken, the decision on a particular item of business before the Committee shall be referred to the full Council even though it is normally a delegated function. This will not prevent the Committee from debating the matter and making a recommendation.

Such a request cannot be made if:

- the item has been identified on the written agenda as the subject of an urgently needed decision and the Chairman's agreement under 1.3 above; or
  - the delay caused by referring the decision to the Council will lead to breach of a legislative or contractual deadline; or
  - the Chairman of the meeting is satisfied, having consulted any or all of the Chief Executive, Monitoring Officer, Chief Financial Officer, and other appropriate and available staff, that the Council's interests will be substantially prejudiced by the delay.
- 1.5 Committees shall not appoint sub-committees except with the agreement of the full Council, which must have regard to regulations and the Secretary of State's guidance concerning the appointment of sub-committees.

- 1.6 Decisions of Committees or Sub-Committees taken in the exercise of delegated functions are the decisions of the Council for all purposes, unless rescinded in accordance with Standing Orders. For most decisions there will be a four working day delay before they can be implemented, to allow the Overview and Scrutiny Select Committee the right of call-in under Standing Order 27.8 (in Part 4 of this Constitution).
- 1.7 Decisions taken by Officers in the exercise of delegated functions are the decisions of the Council for all purposes unless rescinded in accordance with Standing Orders.
- 1.8 Where a function delegated to an Officer requires consultation or agreement with the Chairman of a Committee, and the Chairman is absent, that function may be fulfilled by his Vice-Chairman, or in his absence the Chairman of Corporate Management Committee (or if absent the Vice-Chairman), unless a different rule is given in the note of delegation.

## **2. Standard Duties**

Each Committee has the following standard functions and authority:-

- 2.1 To set objectives and quality standards for the efficient provision of services within the Committee's Terms of Reference;
  - 2.2 To set a realistic programme to achieve the objectives and standards mentioned in 2.1 above and to examine performance against the programmes and estimates from time to time adopted by the Council;
  - 2.3 To determine the content of any representations to be made to central Government departments, Local Authority Associations, Members of Parliament, and any national body or organisation, regarding current or proposed legislation or policy relating to matters within the Committee's Terms of Reference; save that representations on technical or procedural points may be made by the appropriate Chief Officer or as provided within the Scheme of Delegation.
  - 2.4 The approval of capital schemes for which estimate provision has already been approved;
  - 2.5 To make recommendations to the Corporate Management Committee regarding the necessity for the compulsory purchase of land for any function within the Committee's Terms of Reference;
  - 2.6 To make nominations or appointments to any body whose functions touch and concern the Committee's terms of reference. The Corporate Management Committee, however, has authority to make any nomination or appointment it considers appropriate.
- 
- 1. To identify areas for further research and invite presentations, workshops and discussions with experts as appropriate to help inform the Council's policies and actions in response to climate change.
  - 2. To assist in the formulation of a Behavioural Change Strategy which will identify key areas in which the Council could support its communities in responding to the threats of climate change and reach the Borough's 2050 net zero target. This will include consideration of the best ways of engaging with key partners including Government departments, the Environment Agency, Surrey County Council, local businesses, residents and young people to meet the Borough's net zero commitments.
  - 3. To make recommendations to the relevant committees or other organisations that would help to achieve the Council's net zero commitments.

Committee	Membership (Note: this may be varied by resolution of the Council)	Functions within Committee terms of reference
2. Environment and Sustainability	Ten Members of the Council	<p>2.1 Pollution control, environmental protection, and statutory nuisances (other than control of private housing standards).</p> <p>2.2 Food legislation.</p> <p>2.3 Public health functions.</p> <p>2.4 Refuse collection.</p> <p>2.5 Recycling of waste.</p> <p>2.6 Energy management (other than in Council homes).</p> <p>2.7 Sustainability and climate change Strategy and Policy and Flooding and emergency planning.</p> <p>2.8 The provision and management of parking, and the fixing of parking charges. Decriminalised parking enforcement</p> <p>2.9 Street trading</p> <p>2.10 Grounds Maintenance (including Allotments, Green Spaces, Cemeteries and Closed Churchyards)</p>
		<p>2.10 All highways functions exercisable by the Council Transportation and Infrastructure</p> <p>2.11 Amenity management and maintenance on highways and public spaces, other than parks and Council open spaces.</p> <p>2.12 Street naming and numbering.</p> <p>2.13 All land drainage functions exercisable by the Council.</p> <p>2.14 Animal Licensing</p> <p>2.15 DSO vehicles</p> <p><u>2.16 Regulation of mobile homes and caravan sites</u></p> <p><u>2.17 Determination of the level of Fixed Penalty Notice charges issued under legislation falling within the powers exercised by Environmental Services officers.</u></p>

# ANNEXE 1

## Division Of Officer Responsibilities

(Note: The purpose of this annexe is to identify the officer responsible for doing something. It is not in itself a list of delegated powers. Whether specifically stated or not, officers exercising functions are expected to consult other officers whose functions may be affected by their actions. See also Annexe 3.)

### Staff

(N.B. refer to Personnel Policies and Procedures handbook)

Appointment and starting terms within established range; disciplinary action; capability matters; dismissal; general management in accordance with established policy and procedures; advancement within salary range in accordance with established policy; variation of terms and conditions within established policy:

**The Chief Executive and Corporate Head concerned.**

Administration of staff car leasing scheme, car loans, and computer loans:

**ACE151 following consultation with Corporate Head concerned, in case of individual applications.**

All other Officer staffing decisions, including variations to gradings and establishment within available flexibility:

**CE following consultation with Corporate Head concerned.**

### Finance

All financial matters delegated to an Officer, including administration and collection of Council Tax and Non-Domestic Rates and Sundry Debts

**ACE151/CHCDCS, subject to consultation with the Corporate Head responsible for any service involved.**

### Property

Acquisitions, disposals, dealings, rights, statutory powers:

**CE and CHAR, subject to considering the advice of a qualified Valuer on significant transactions, and subject to consultation with the Chief Officer or Corporate Head responsible for any service involved.**

### Legal matters

The initiation or defence of legal proceedings:

**CHLG, subject to consultation with the Corporate Head responsible for any service involved.**

**ACE151/CHCDCS** for recovery or non-payment of Council Tax, Non-Domestic Rates, or benefit **fraud** and Sundry Debts

**CHH** for recovery of rent, service charges, rechargeable works, homelessness and ASB.

Entering into legally binding obligations (if not delegated to another Officer):

**CHLG, subject to consultation with the Corporate Head responsible for any service involved.**

[Authorising the use of appropriate electronic facilities for entering into legally binding obligations.](#)

**[CHLG](#)**

### **Administration**

The procurement of goods, materials, labour or services:

**CE/ACE151 and Corporate Head responsible for the service involved, to act in accordance with Standing Orders.**

Amendment of Standing Orders where necessary to comply with Legal requirements

**CHLG**

Insurance

**ACE151**

### **Refuse collection and recycling:**

#### **General Delegation**

##### **Staffing**

Approval of staffing proposals for services being provided in house following a competitive bid, subject to consultation with the Chief Officer or Corporate Head concerned and consideration of the effect on the business or financial plan

**CE/ACEs/CORPORATE HEADS**

With the approval of Chief Executive, Corporate Heads may vary the number, grading and salary costs in their business centres within the salary base, except where compulsory redundancies are required.

**CE/ACEs/CORPORATE HEADS**

Approval of all employment policies and procedures, responsibility for policies and procedures for operational matters excluding pay policy, pension policy, compensation policy and any further policy which will have an additional budgetary impact.

**CE**

Except in cases of dismissal, application of employment policies on capability, sickness absence and disciplinary action

**LINE MANAGERS**

Dismissal of staff

**CE/ACEs/CORPORATE HEADS**

##### **Employment Stability Policy**

Approval of proposals for salary protection in event of redeployment to a lower graded post for periods longer than one year on exceptional grounds

**CE**

Salary sacrifice arrangements – agreement of in cases where there are advantages to doing so and where costs/additional work could be contained within current budgets and staffing levels.

**CE/ACE151**

##### **Administration**

Authorisation of any staff member to act as Proper Officer or for any other statutory purpose (if Committee or Council resolution not required by law), if no other officer specifically nominated for this function

**CE**

Co-option of Members to the Crime and Disorder Committee:



## **CHLG**

Minor amendments to the Constitutions of the Cabrera Trust Management Committee or the Chertsey Meads Management Liaison Group

### **CHLG**

Calendar of Committee and Council meetings – ad hoc minor changes

**CE in consultation with Group Leaders.**

Use of funds from New Initiatives Fund

**CE in consultation with Leader of the Council**

## **Communications**

Signing of location agreements for news filming on Council land or locations after consultation with relevant service area and to sign a booking form to confirm individual advertisements in Council publications.

Head of Public Relations and Marketing, or in their absence, the Marketing and Communications Manager.

## **Refuse collection and recycling**

Waiver of charges for collection of bulky household refuse for householders in receipt of Council Tax Benefit

**DSO MANAGER/CHES/PEHO**

Adjustment of trade refuse charges to respond to market, and discounts for customers with two or more containers

**DSO MANAGER/CHES/PEHO**

## **Environmental Health**

The issue of any notice in an emergency for a function exercisable by

**CHES/PEHO - Any Environmental Health Officer, Environmental Health Technician, or Trainee Environmental Health Officer**

Serving of all relevant notices under Part II of the Environmental Protection Act 1990 in particular any notice which the Authority may serve under Sections 33, 34, 46, 47 and 59 or any subsection thereunder.

**CHES/PEHO**

Authorisation of employees of Runnymede Borough Council and other persons who, in pursuance of arrangements made by the Authority, have the function of giving such notices as 'Authorised Officers' for the purposes of giving notices, written warnings and requiring the payment of fixed penalties under Part II and appropriate sections of the Environmental Protection Act 1990 and associated Regulations.

**CHES/PEHO**

The appointment of appropriate staff of the UK Health Security Agency as Proper Officers for relevant purposes under the Public Health (Control of Diseases) Act 1984 and the National Assistance Acts 1948 and 1951

**CHES/PEHO**

The issue of fixed penalty notices in accordance with the Environmental Protection Enforcement policies prevailing at the time

**CHES/PEHO**

Smoke-free legislation –

Authorisation of any such persons as deemed necessary to enforce the smoke-free provisions of the Health Act 2006 and any Regulations made thereunder.

**CHES/PEHO**

Sunbeds (Regulation) Act 2010

- i) appointment of appropriate authorised Officers under the Act and
- ii) institution of legal proceedings in relation to offences under the Act

i) **CHES/PEHO**

ii) **CHLG/CHES/PEHO**

Sanitary facilities in Council Enforced Premises – discretion to allow deviation from British Standard in small premises holding less than 20 persons.

**CHES/PEHO**

Dogs – authorisation of any person (“an authorised person”) to act for the purpose of enforcing the Microchipping of Dogs (England) Regulations 2015 in the Runnymede area.

**CHES/PEHO**

[Enforcement of Land Drainage Bylaws.](#)

**CHES/PE**

## **Standing Orders** **For Council Meetings**

### **3. Meetings Of The Council**

3.1 The Annual Meeting of the Council shall be held on a convenient day in May in accordance with the provisions of the Local Government Act 1972, and other meetings of the Council for the transaction of general business shall be held during the year on such dates and at such times as the Council may determine. (1972 Act, Schedule 12, paras 1 & 2).

3.2 If, after a summons has been issued to members of the council, the need to cancel the meeting arises, the Chief Executive (or the Corporate Head of Law and Governance in the absence of the Chief Executive), may withdraw the summons following consultation with the Mayor and the Leader of the Council. The members of the Council shall be notified of any decision made under this Standing Order and the reasons for it.

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### **12. Speaking And Questions By The Public**

12.1 A member of the public who lives, works, attends an educational establishment, or owns or leases land in the Borough may ask one question or speak once at a Council meeting in accordance with this Standing Order. This right does not apply to the Annual meeting, a meeting convened primarily for the purpose of setting the budget or Council Tax, or an extraordinary Council meeting.

12.2 The question must be received by the Council's Chief Executive by 9.30 a.m. on the eighth working day before the Council meeting at which it is to be asked. (For a meeting on a Thursday, notice must arrive by 9.30 a.m. on the Monday of the previous week, if there are no intervening Bank Holidays). A person who wishes to speak or ask a question must submit a written request to the Council's Chief Executive. The written request must arrive by 12.00 noon on the fifth working day before the Council Meeting (i.e. for a meeting on Thursday the request must arrive by 12.00 noon on the Thursday beforehand).

12.3 The written request must state:

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- a) the topic the person wishes to speak about or the wording of the question he or she wishes to ask;
- b) an address, e-mail address, or fax number at which the person can be contacted before and after the meeting.
- c) whether the person lives, works, attends an educational establishment, or owns or leases land in the Borough if so, details.

12.4 The question or topic must relate to a matter which concerns the Council's powers or duties, or which affects the Borough or its inhabitants. It may not relate to a specific planning application or decision upon action under the Planning Acts, a specific application for a licence or permit of any kind, the personal affairs of any individual, or a matter which is exempt from disclosure or confidential under the 1972 Act. A question may not be asked again if it or one to the same effect has been asked within the previous six months.

12.5 Following receipt of a written request the Chief Executive will ensure that the applicant is contacted and told whether their request complies with paragraphs 12.1 to 12.4 above, and if so what the procedure will be at the meeting.

12.6 At the Council meeting the Mayor will call applicants who have satisfied 12.1 to 12.4 above in the order of receipt of their written requests until the time allowed under Standing Order 12.12 has expired.

12.7 On being called by the Mayor the member of the public will have a maximum of five minutes to speak on the topic which he or she requested, or to make any introductory remarks and to ask the question as set out in his request.

12.8 A question may be answered by the Mayor, the Leader of the Council, or an appropriate Committee Chairman or Vice-Chairman as determined by the Mayor. The Councillor called may decline to answer, or may give an answer:

- a) orally at the meeting; or

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- b) in writing despatched by the Corporate Head of Law and Governance as soon as possible after the meeting.

In either case the Councillor may refer to a publication where the answer, or further details, may be found. (if the Councillor declines to answer, the questions will not be referred to another Member).

12.9 If the questioner did not use the full five minutes in asking the question (not counting the Councillor's reply) he or she may ask one supplementary question within any time remaining, without any introductory or supporting remarks. The supplementary question must be relevant to the subject of the first question. The same Councillor shall be called to answer and shall have the same options as in 12.8 above.

12.10 No Councillor or member of the public may speak during this process except

- a) the Mayor;
- b) the member of the public in speaking on the nominated topic or in asking the specified question, under 12.7; or exercising the right to ask one relevant supplementary question under 12.9;
- c) the Councillor called upon to answer any such question and supplementary question.

12.11 After the member of the public has finished speaking on the specified topic, or as the case may be after the relevant Councillor has answered or declined to answer the specified question and any supplementary question, the Council shall proceed to the next business without any further comment.

12.12 The Mayor will continue calling applicants under 12.6 until thirty minutes have elapsed since the first was called. The applicant last called may complete his or her speech or question (including any supplementary question) and any answers may be given.

The Corporate Head of Law and Governance will ensure that a written response from the Councillor determined by the Mayor under 12.8 (who may decline to answer) is

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sent to any questioner whose question was accepted but who has not been dealt with.

The minutes of the meeting shall record any questions asked and answers (whether orally or in writing) either verbatim or as a fair summary.

### 13. Questions From Members Of The Council

- 13.1 i) A Member of the Council may not ask more than one question at any Council meeting, if the requirements of this Standing Order are satisfied.
- ii) The question must be for the Mayor, the Leader of the Council, or the Chairman of any Committee.
- iii) The question must relate to a matter which concerns the Council's powers or duties, or which affects the Borough or its inhabitants.
- iv) The Member asking the question must give written notice of it to the Chief Executive. The Notice must arrive by 9.30 a.m. on the eighth working day before the Council meeting at which he or she wishes to ask it. (For a meeting on a Thursday, notice must arrive by 9.30 a.m. on the Monday of the previous week, if there are no intervening Bank Holidays).
- v) Questions may not be submitted for the annual meeting of the Council.

13.2 Questions shall appear on the agenda in the order in which proper notice was received. At the meeting the Mayor shall call questions in the same order, unless he or she decides to vary it in order to group subject matters or for any other reasonable cause.

13.3 Every question must be put and answered without debate or comment from any other Member. The Leader may ask the chairman of a committee to respond on his behalf. The person to whom a question has been put is not obliged to answer. If the person who has given notice to ask their question in accordance with Standing Order 13 is absent from the meeting, the Mayor shall move onto the next question or item of business (as appropriate) without calling upon the Leader or his delegate to provide a response.

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13.4 An answer may be given:

- (a) orally at the meeting; or
- (b) by referring to a publication where the relevant information may be found; or
- (c) in writing, to be circulated to Members of the Council by the Corporate Head of Law and Governance as soon as possible after the meeting.

13.5 If the person questioned answers at the meeting by method (a) or (b) above, the questioner may ask one supplementary question which must be relevant to the subject of the first question. The use of artificial first questions as a device for asking allowing an unforeseeable supplementary question is not permitted. If in the opinion of the Mayor a supplementary question does not reasonably and fairly relate to the subject matter of the first question, he may prohibit it and no response shall be offered to it. The questioner may not otherwise speak in response to the answer given, either to the original question or any supplementary question.

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13.6 After the original questioner has asked a supplementary question, declined to do so, or been prohibited from doing so, up to two other further members may be allowed to ask one supplementary question each, without prior notice, on the same conditions as set out in 13.5 above.

13.7 The Mayor shall allow 30 minutes (if necessary) for questions and their replies at the meeting. If a question is being dealt with at the time limit, the answer must be completed within 5 minutes. Other questions will be deferred to the next meeting of the Council.

14. the advice immediately. If the Officer is unable to offer the requested advice immediately, the Council must consider whether the matter should be referred to the appropriate Committee to allow the advice to be prepared and offered.

## 21. Ending Of Meeting By Resolution

21.1 If at least 3 hours have elapsed since a Council meeting began, any Member may move without comment that the meeting shall end at a specified time.

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21.2 The Mayor may refuse to accept the Motion if a Motion proposing a finish time has been rejected earlier in the same meeting. If the Motion is accepted, it shall be seconded and put without comment.

21.3 If the Motion is passed, when the time specified in it arrives:

- (a) no further points of order shall be raised except by the Mayor;
- (b) the Mayor shall interrupt the discussion of the question then before the meeting;
- (c) the Mayor must allow the mover of the Motion then under discussion to reply to the debate for not more than five minutes, unless he seeks leave to withdraw his Motion;
- (d) unless the Motion has been withdrawn, the Mayor shall put, without further discussion, all the questions necessary to dispose of that Motion;
- (e) all outstanding Committee recommendations must be deferred to the next suitable Council meeting;
- (f) Any Motions of which notice has been given under Standing Order 15 will be deferred to the next suitable Council meeting or, if the Member who has given notice so requests, to the next meeting of the appropriate Committee (as designated by the Mayor).
- (g) the Mayor shall then close the meeting.

## **22. Appointment Of Committees And Substitution Of Members**

22.1 Subject to sections 101 and 102 of the 1972 Act and other appropriate legislation, at their annual meeting the Council:

- a) shall approve the Constitution for the coming Municipal Year;

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- b) shall appoint policy and regulatory Committees and the Overview and Scrutiny Select Committees, the Standards and Audit Committee, the Licensing Committee, and any other Committees the Council deems appropriate in accordance with the Constitution. The terms of reference and numbers of voting Members of each committee shall be recorded in the Constitution;
- c) may resolve that non-voting Members shall also be appointed to any such committee where it is lawful to do so;
- d) if it resolves to make appointments under sub-paragraph (c), shall specify what number of appointments are to be made, and what functions in relation to the committee each person so appointed may exercise; and
- e) shall specify which Members of the Council shall be eligible for an appointment to a particular Committee in accordance with Standing Order 22.8, in place of any Member appointed under Standing Order 22.1 (b).

22.2 No Committee shall have power to appoint a Sub-Committee without the approval of the Council, unless the Sub-Committee is referred to in the Constitution.

22.3 The Council may at any time amend resolutions made under paragraph 22.1 in accordance with the 2000 Act.

22.4 Every committee set up under this Standing Order, and every sub-committee set up by such a committee, shall continue to discharge the functions committed to them until the Council or committee, as the case may be, resolve otherwise.

22.5 Subject to section 102(5) of the 1972 Act (councillor leaving office to cease to be a Member of a committee) and Standing Order 22.6 to 22.8, every person appointed as a voting Member of such a committee or sub-committee and every person appointed to exercise other functions in relation to a committee shall continue as such until the appointment is terminated by the authority.

22.6 Whenever

- a) the Council is required to review the allocation of seats on committees between political groups, or

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- b) the Council resolves to carry out such a review, or
- c) a committee is required to review the allocation of seats on a sub-committee between political groups, or
- d) a committee resolves to carry out such a review the Corporate Head of Law and Governance shall submit a report to the Council or committee (as the case may be) showing what allocation of seats would in his opinion best meet the requirements of section 15(4) of the 1989 Act.

22.7 In the light of such a report, the Council or committee, as the case may be, shall determine the allocation of seats to political groups.

22.8 Whenever -

- i. an appointment of a voting Member of a committee or sub-committee falls to be made in accordance with the wishes of a political group to whom the seat has been allocated, and
- ii. whenever such an appointment falls to be terminated in accordance with such wishes, then:

~~the Council or the relevant committee as the case may be, or~~ the Chief Executive, Corporate Head of Law and Governance, or Democratic Services Manager, shall make or terminate the appointment in accordance with the wishes of that political group (and this paragraph shall be treated as an arrangement for any of those Officers to perform that function under Section 101 of the 1972 Act).

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The wishes of a political group are to be taken as those expressed to the Chief Executive or the Corporate Head of Law and Governance or Democratic Services Manager:

- (a) orally or in writing by the leader of the group or by its representative as named in a notice given under regulation 8 (4) of the Local Government (Committees and Political Groups) Regulations 1990; or
- (b) in a written statement signed by a majority of the Members of the group.

In the event that different wishes of a political group are notified in accordance with paragraphs (a) and (b) above, the wishes notified in accordance with paragraph (b) shall prevail.

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A political group shall express its wishes as to any changes of appointments before the start of the earliest meeting at which they are to take effect, and shall comply with Standing Order 22.1 (e). If neither the Chief Executive nor the Corporate Head of Law and Governance or Democratic Services Manager is available to receive such expression of wishes, the proper officer for the purposes of the Local Government (Committees and Political Groups) Regulations 1990 shall be the most senior member present of the staff of the Corporate Head of Law and Governance, who shall also be authorised to effect the change of appointment in question.

- Note:
1. The Membership of the Licensing Committee is not subject to the political balance requirements of the 1989 Act and the above mechanism for changing appointments to it is therefore not available;
  2. Members of the Regulatory Committee must be Members of the Licensing Committee.

- 22.9 The Council may, at any meeting including the annual meeting, appoint a Chairman, or one or more Vice-Chairmen, or both for a committee in accordance with Standing Orders 31.7 and 31.8, provided that a Chairman or Vice-Chairman has not so far been appointed or elected in that municipal year.

### **Standing Orders For Meetings Of Committees And Sub-Committees**

#### **27. Committee And Sub-Committee Agendas And Timetable**

- 27.1 The Corporate Head of Law and Governance will prepare a timetable of Committee and Sub-Committee meetings each year and submit it to the Authority for approval. Meetings shall be organised in accordance with the approved timetable. The Corporate Head of Law and Governance may cancel a meeting if he and the Chairman of the Committee or Sub-Committee in question are both satisfied that there is insufficient business to justify the meeting being held, or for other reasons which in their view are sufficient. The date or starting time of a previously approved meeting of a committee may be changed with the consent ~~agreement~~ of the leaders of all political groups chair of the committee and a majority of its members. When a

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~~meeting is cancelled or the date is~~ the arrangements for a meeting of a committee are changed in accordance with this Standing Order, the Corporate Head of Law and Governance shall arrange for every Member of the Council to be notified in writing of the ~~cancellation or~~ change and of the reasons for it.

27.2 The Corporate Head of Law and Governance must send out an agenda at least five clear working days before every meeting of a Committee or Sub-Committee, or as soon as the meeting is called whichever is later. The agenda shall be sent to every person entitled to receive the papers of the Committee or Sub-Committee.

27.3 Subject to any requirements of the Chairman, the Corporate Head of Law and Governance must arrange the order of business on the agenda as he thinks will ensure the effective despatch of business.

27.4 The agenda must include:

- (a) all items of business referred to the Committee or Sub-Committee by the Council or another committee or sub-committee;
- (b) any reports submitted to the Committee or Sub-Committee by a Chief Officer;
- (c) any item of business which the Chairman requires to be included;
- (d) any other item of business within the Committee's Terms of Reference which two Members of the Committee or Sub-Committee request to be included by notice in accordance with Standing Order 27.5 below. No two Members may give notice of more than one item of business for any meeting under this provision.

27.5 Members who wish to request that a particular item of business be included on the agenda for a meeting must consult with the Chief Executive and other chief officers as appropriate, with a view to defining the scope of any such item, prior to giving notice under this Standing Order. Notice must be given in writing to the Chief Executive by 9.30am of the twentieth working day before the meeting. ~~Members who wish to request that a particular item of business be included must give notice in writing to the Chief Executive by 9.30 a.m. on the eighth working day before the date of the meeting.~~

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- 27.6 If it is impossible to include a report on a particular item on the Agenda before it is despatched, or if a report is proposed to be put to the meeting as a matter of urgency in special circumstances under Section 100 B of the Local Government Act 1972, the Corporate Head of Law and Governance shall circulate it to every person entitled to receive the papers of the Committee or Sub-Committee as soon as practicable after it has been prepared. Wherever possible, all Members of the Council would be given advance warning by email of any such reports. In cases where it is not possible due to operational or administrative reasons to include a report requested by a Member on an Agenda for the meeting in question it will be included on the Agenda for a subsequent meeting.
- 27.7 An item of business specified on the agenda for the meeting may be withdrawn before the meeting starts by the Chief Executive, Corporate Head of Law and Governance, or whose Department is responsible for the subject matter, with the agreement of the Chairman. In such a case no Motion shall be moved thereon, and the item shall not be subject to comment by any Member except the Chairman announcing the withdrawal.

**Voting on nominations and appointments to outside bodies**

- 39.6 Unless Standing Order 5 or 6 applies, any Member seeking nomination to outside/internal bodies (excluding formal Committees) ~~must~~ are encouraged to complete and submit a nomination form by the date notified. Consideration of nominations will normally be considered by Corporate Management Committee in ~~May~~ June. Any nominations received by the date notified will be included with the agenda for the Corporate Management Committee. Voting on appointments will be by hand and no debate or new nominations are allowed at this stage. Nomination forms ~~would~~ are not ~~be~~ required for a small number of charitable trusts as the Trusts themselves proactively seek appointees which are then recommended to the Council by the Trusts for appointment. The Trusts themselves undertake the necessary suitability checks required by the Charity Commission before recommending a suitable appointment to Council. Council ~~is~~ will be asked to note the recommendation from the Trust as to candidate for office and appoint in accordance with the recommendation of that body.

If more names have been nominated than the number of vacancies, the following procedure shall be followed:-

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- (a) each Member shall be entitled to vote for as many different individuals as there are vacancies, but need not use all or any of his votes;
- (b) for a single vacancy, the person presiding shall put the names of the candidates to the meeting in alphabetical order and the Members voting for each candidate shall indicate their votes by raising their hands;
- (c) if there are two or more vacancies on the body in question, an appropriate officer shall call the name of each Member present who shall thereupon state for which candidate or candidates (if any) he is voting. The officer shall keep a tally of votes cast for each person nominated and shall inform the person presiding;
- (d) The vacancy or vacancies shall be filled by the nominee or nominees with the greatest number of votes, provided that each received votes from more than half of the Members present and voting (or half together with the Chairman's second or casting vote). The Chairman or an appropriate officer shall announce the voting figures, and shall identify the successful candidates, to the meeting.
- (e) If all the vacancies cannot be filled by candidates satisfying (d) above the candidate with the smallest number of votes shall be struck from the list (subject to this paragraph) and the voting process shall be repeated until this requirement is satisfied for all vacancies. Any candidate whose election has satisfied (d) above is elected. If at least one candidate has been elected, no other candidates will be struck from the list for the next vote.
- (f) Any Member may request that the vote on a nomination or appointment be recorded. In such event the vote shall be taken by the method set out in paragraph (c) above regardless of the number of vacancies.

39.7 Members are able to propose further nominations at the Corporate Management Committee without a nomination form. The Council accepts that if there are no nominations for positions on outside bodies received and considered at the June meeting of Corporate Management Committee then those positions will remain vacant and no nominations will be considered for the remainder of the municipal year.

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NOTE: If, after the annual meeting of the annual Council in May, there are vacancies to other organisations (such as the various Surrey Leaders' Group bodies) considered at that meeting, nominations can be submitted for those positions at subsequent meetings of the Council, where this is an item on the agenda for such meetings. If, after the annual meeting of the Council, there remain vacancies on outside bodies, group leaders will be permitted to submit nominations to Democratic Services up to one clear working day before the meeting of the next available ordinary Corporate Management Committee.

39.8 A member appointed to an outside body shall be ~~required~~encouraged to submit a report at the conclusion of their tenure (and before the closing date for written nominations for the next year) supplying the following, for circulation to all members of the Council:

- Details of the number of meetings they have attended
- An overview of the topics discussed, or copies of supporting papers supplied to them by the outside body (subject to respecting any confidentiality arrangements with the outside body).
- The outside body's terms of reference.

# Scheme for responding to Petitions

Minor changes April 2022



**RUNNYMEDE BOROUGH COUNCIL**  
**Scheme For Responding To Petitions**

**Petitions**

The Council welcomes petitions from the public and recognises that petitions are one way in which people can let us know their concerns. All petitions sent or presented to the Council will receive an acknowledgement from the Council within 10 working days of receipt. This acknowledgement will set out what we plan to do with the petition. We will treat something as a petition if it is identified as being a petition, or if it seems to us that it is intended to be a petition.

Paper petitions can be sent to: Corporate Head of Law and Governance, Runnymede Borough Council, Civic Centre, Station Road, Addlestone, Surrey, KT15 2AH.

Or be created, signed and submitted online by following this link provided on the Council's website.

Petitions can also be presented to a meeting of the Full Council. These meetings take place on five occasions per year, dates and times can be found on the Council's website. If you would like to present your petition to the Council, or would like your Councillor or someone else to present it on your behalf, please contact [democratic.services@runnymede.gov.uk](mailto:democratic.services@runnymede.gov.uk) at least 10 working days before the meeting and he will talk you through the process. If your petition has received 1,500 signatures or more it will also be scheduled for a Council debate as shown on the Council's website and if this is the case we will let you know whether this will happen at the same meeting or a later meeting of the Council.

**What are the Guidelines for Submitting a Petition?**

Anyone who lives, works or studies in the Runnymede area, including under 18's can sign or organise a petition.

The Council will normally only consider petitions containing a minimum of 50 signatures, although each case will be considered on its merits.

Petitions submitted to the Council must include:

- a clear and concise statement covering the subject of the petition. It should state what action the petitioners wish the Council to take. No change will be allowed to the wording of the petition after the petition has started
- the name and address and signature of any person supporting the petition.

Petitions should be accompanied by contact details, including an address, for the petition organiser. This is the person we will contact to explain how we will respond to the petition. The contact details of the petition organiser will not be placed on the website. If the petition does not identify a petition organiser, we will contact signatories to the petition to agree who should act as the petition organiser.

Petitions which are considered to be vexatious, abusive or otherwise inappropriate will not be accepted. In the period immediately before an election or referendum we may need to deal with your petition differently – if this is the case we will explain the reasons and discuss the revised timescale which will apply. If a petition does not follow the guidelines set out above, the Council may decide not to do anything further with it. In that case, we will write to you to explain the reasons.

Petitions will not normally be considered where they are received within 6 months of another petition being considered by the Council on the same matter.

### **What will the Council do when it receives my Petition?**

An acknowledgement will be sent to the petition organiser within 10 working days of receiving the petition. It will let them know what we plan to do with the petition and when they can expect to hear from us again. It will also be published on our website. When publishing a petition on its website the Council will only disclose the name of a person who has signed an e-petition. The Council does indicate on its website how personal data of people who supports a petition will be dealt with.

If we can do what your petition asks for, the acknowledgement may confirm that we have taken the action requested and the petition will be closed. If the petition has enough signatures to trigger a Council debate, or a Senior Officer giving evidence, then the acknowledgement will confirm this and tell you when and where the meeting will take place. If the petition needs more investigation, we will tell you the steps we plan to take.

If the petition ~~applies to a planning or licensing application~~, is a statutory petition (for example requesting a referendum on having an elected Mayor), or on a matter where there is already an existing right of appeal, such as Council Tax banding and non-domestic rates, other procedures apply. Further information on all these procedures and how you can express your views can be obtained from the Council.

If the petition relates to a planning or licensing application, it will be included in the case file for the application and considered as part of the relevant decision making process.

When a petition relates to a matter which is within the responsibility of another Public Authority or is a matter over which the Council has no responsibility or influence, we will return the petition to the petition organiser with an explanation.

We will not take action on any petition which we consider to be vexatious, abusive or otherwise inappropriate and will explain the reasons for this in our acknowledgement of the petition.

To ensure that people know what we are doing in response to the petitions we receive, the details of all the petitions submitted to us will be published on our website, except in cases where this would be inappropriate. Whenever possible we will also publish all correspondence relating to the petition (all personal details will be removed). When you sign an e-petition you can elect to receive this information by email. We will not send you anything which is not relevant to the e-petition you have signed, unless you choose to receive other emails from us.

### **How will the Council Respond to Petitions?**

Our response to a petition will depend on what a petition asks for and how many people have signed it, but may include one or more of the following:

- taking the action requested in the petition
- considering the petition at a Council meeting
- holding an inquiry into the matter

- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- referring the petition for consideration by the Council's Overview and Scrutiny Select Committee\*
- calling a referendum
- writing to the petition organiser setting out our views about the request in the petition.

\*Overview and Scrutiny Select Committees are Committees of Councillors who are responsible for scrutinising the work of the Council – in other words, the Overview and Scrutiny Select Committee has the power to hold the Council's decision makers to account.

In addition to these steps, the Council will consider all the specific actions it can potentially take on the issues highlighted in a petition. The table below gives some examples.

<b>Petition Subject</b>	<b>Appropriate Steps</b>
Alcohol related crime and disorder	<p>If your petition is about crime or disorder linked to alcohol consumption, the Council will, among other measures, consider the case for placing restrictions on public drinking in the area by establishing a designated public place order or, as a last resort, imposing an alcohol disorder zone. When an alcohol disorder zone is established the licensed premises in the area where alcohol related trouble is being caused are required to contribute to the costs of extra policing in that area. The Council's response to your petition will set out the steps we intend to take and the reasons for taking this approach.</p>
Anti-social behaviour (ASB)	<p>As the elected representatives of your local area, as social landlord and licensing authority, the Council plays a significant role in tackling ASB. The Council, in conjunction with our partners in the local crime and disorder partnership have set out minimum service standards for responding to issues of anti-social behaviour.</p> <p>When responding to petitions on ASB, we will consider in consultation with our local partners, all the options available to us including the wide range of powers and mechanisms we have to intervene as part of our role as social landlord and licensing authority. For example, we will work with the neighbourhood policing team in the affected area to identify what action might be taken including what role CCTV might play, consider identifying a dedicated contact within the Council to liaise with the community and neighbourhood partners on issues of ASB in the area in question and, where appropriate, we will alert the Community Safety Partnership and Crime</p>

	and Disorder Committee to the issues highlighted in the petition.
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If your petition is about something over which the Council has no direct control (for example education, the local railway or hospital) we will consider making representations on behalf of the community to the relevant body. The Council works with a large number of local partners and where possible will work with these partners to respond to your petition. If we are not able to do this for any reason (for example if what the petition calls for conflicts with Council policy), then we will set out the reasons for this to you. You can find more information on the services for which the Council is responsible on the Council's website. If your petition is about something that a different Council is responsible for we will give consideration to what the best method is for responding to it. This might consist of simply forwarding the petition to the other Council, but could involve other steps. In any event we will always notify you of the action we have taken.

### **Full Council Debates**

If a petition contains more than 1,500 signatures it will be debated by the Full Council unless it is a petition asking for a Senior Council Officer to give evidence at a public meeting. This means that the issue raised in the petition will be discussed at a meeting which all Councillors can attend. The Council will endeavour to consider the petition at its next meeting, although on some occasions this may not be possible and consideration will then take place at the following meeting. The petition organiser will be given 5 minutes to present the petition at the meeting and the petition will then be discussed by Councillors for a maximum of 15 minutes. The Council will decide how to respond to the petition at this meeting. They may decide to take the action the petition requests, not to take the action requested for reasons put forward in the debate, or to commission further investigation into the matter, for example by a relevant Committee. Where the issue is one on which a Council Committee is required to make the final decision, the Council will decide whether to make recommendations to inform that decision. The petition organiser will receive written confirmation of this decision. This confirmation will also be published on our website.

### **Officer Evidence**

Your petition may ask for a Senior Council Officer to give evidence at a public meeting about something for which the Officer is responsible as part of their job. For example, your petition

may ask a Senior Council Officer to explain progress on an issue, or to explain the advice given to elected Members to enable them to make a particular decision.

If your petition contains at least 750 signatures, the relevant Senior Officer will give evidence at a public meeting of the Council's Overview and Scrutiny Select Committee. A list of the senior staff that can be called to give evidence are: Chief Executive, Corporate Head of Law and Governance, Assistant Chief Executive. You should be aware that the Overview and Scrutiny Select Committee may decide that it would be more appropriate for another Officer to give evidence instead of any Officer named in the petition – for instance if the named Officer has changed jobs. The Committee may also decide to call the relevant Councillor to attend the meeting. Committee Members will ask the questions at this meeting, but you will be able to suggest questions to the Chairman of the Committee by contacting [democratic.services@runnymede.gov.uk](mailto:democratic.services@runnymede.gov.uk) up to three working days before the meeting.

## **E-Petitions**

The Council welcomes e-petitions which are created and submitted through our website. E-petitions must follow the same guidelines as paper petitions mentioned above. The petition organiser will need to provide us with their name, postal address and email address. You will also need to decide how long you would like your petition to be open for signatures. Most petitions run for six months, but you can choose a shorter or longer timeframe, up to a maximum of 12 months.

When you create an e-petition, it may take five working days before it is published online. This is because we have to check that the content of your petition is suitable before it is made available for signature.

If we feel we cannot publish your petition for some reason, we will contact you within this time to explain. You will be able to change and resubmit your petition if you wish. If you do not do this within 10 working days, a summary of the petition and the reason why it has not been accepted will be published under the 'rejected petitions' section of the website.

When an e-petition has closed for signature, it will automatically be submitted to Democratic Services Section. In the same way as a paper petition, you will receive an acknowledgement within 10 working days. If you would like to present your e-petition to a

meeting of the Council, please contact [democratic.services@runnymede.gov.uk](mailto:democratic.services@runnymede.gov.uk) within 10 working days of receipt of the acknowledgement.

A petition acknowledgement and response will be emailed to everyone who has signed the e-petition and elected to receive this information. The acknowledgement and response will also be published on this website.

### **How Do I 'Sign' an E-Petition?**

You can see all the e-petitions currently available for signature [here](#).

When you sign an e-petition you will be asked to provide your name, your postcode and a valid email address. When you have submitted this information you will be sent an email to the email address you have provided. This email will include a link which you must click on in order to confirm the email address is valid. Once this step is complete your 'signature' will be added to the petition. People visiting the e-petition will be able to see your name in the list of those who have signed it but your contact details will not be visible. The Council does indicate on its website how personal data of people who supports a petition will be dealt with.



### **What I Can Do if I Feel my Petition has not been Dealt with Properly?**

If you feel that we have not dealt with your petition properly, the petition organiser has the right to request that the Council's Overview and Scrutiny Select Committee review the steps that the Council has taken in response to your petition. It is helpful to everyone, and can improve the prospects for a review if the petition organiser gives a short explanation of the reasons why the Council's response is not considered to be adequate.

The Committee will endeavour to consider your request at its next meeting, although on some occasions this may not be possible and consideration will take place at the following meeting. Should the Committee determine we have not dealt with your petition adequately, it may use any of its powers to deal with the matter. These powers include instigating an investigation, making recommendations to one of the Council Committees and arranging for the matter to be considered at a meeting of the Full Council.

Once the appeal has been considered the petition organiser will be informed of the results within 5 working days. The results of the review will also be published on our website.

Dated: April 2022

Cover note - Runnymede Borough Council Contract Standing Orders Council rules for the purchase of Goods, Works and Services, changes summarised below

- Tracked changes are not possible due to the restructuring of the CSOs
- CSOs have been reordered into chronological order to reflect the flow of the procurement process
- The threshold levels remain unchanged
- The requirement for all procurements in excess of £100k to go to CMC remains unchanged
- Wording on finances and contract administration has been refined to remove duplication and align with the Council, Committee and Administrative Standing Orders and Financial regulations.
- Clearer wording is provided to confirm that all roles inside of IR35 are out of scope of the CSOs
- Reference to bespoke contracts have been removed and instead defers to Legal to advise of the correct form of contract to be utilised
- Financial assessment required for all contracts in excess of £25k
- Confirmation provided as to acceptable tolerances for changes to contracts
- Inclusion of a Conflict Of Interest & Confidentiality Declaration form
- The CSOs will require further minor administrative amendments once the Procurement Act 2023 is adopted.

The below is a summary of the movement of sections within the document to assist with tracking the amendments.

Definitions	Moved to the end of the document
1. Scope and Purpose	CSO 1 - 2
2.1 Classification and Valuation of Contracts	CSO 3.3
2.2 Summary of procedures to be followed	CSO 4
2.3 Guiding Principles	CSO 3.1
2.4 Exemptions from advertising requirements	CSO 5
2.5 Approvals	CSO 3.4 / 4 / 24
2.6 Exemptions	CSO 10
2.7 Contract Formalities Sealing and Register	CSO 24
2.8 Contract Documents	CSO 24
2.9 Record Keeping	CSO 24.9
2.10 Contract Management, Evaluation and Review	CSO 28
2.11 Insurance	CSO 15
3.1 General	CSO 3 / 7
3.2 Contract Managers	CSO 28
3.3 Corporate Heads	CSO 11
3.4 Codes of Practice and training	CSO 11
3.5 Form of Contract and record keeping	CSO 24
4.1,4.2 Steps Prior to Purchase	CSO 6
4.3,4.4 Pre-Tender	CSO 8
4.5,4.6 Prevention of Corruption	CSO 7
5.1, 5.2 Advertising and assessing potential tenderers	CSO 5 / 22
6. Framework Agreements	CSO 19
7. The Appointment of Consultants to Provide Services	CSO 2
8. The Council as a Supplier	CSO 27
9. Collaborative and Partnership Arrangements	CSO 9
10. Setting Standards and Award Criteria	CSO 12
11. Invitations to Tender/Quotations	CSO 16 / 17 / 18
12. Submission, Receipt and Opening of Tenders / Quotes	CSO 21
13. Clarification Procedures and Post Tender Negotiations	CSO 20
14. Evaluation, Award of Contract and Debriefing Tenderers	CSO 22 / 23
15. Local Lists	-
16. Constructionline	-
17. Liquidated Damages and Security	CSO 26
18. Requirements for Contracts	CSO 24
19. British Standards	-
20. Additional Work not contracted for	CSO 25
21. Nominated Sub-Contractors and suppliers	-
22. Authorisation of payments, claims etc	CSO 25

Part 4e

**Runnymede Borough Council**  
**Contract Standing Orders**  
**Council rules for the Purchase of**  
**Goods, Works and Services**

Date

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## Introduction

### 1. Purpose

- 1.1. These Contract Standing Orders (CSOs) form part of the council's constitution. They set out the processes and governance that the council must follow when conducting procurements and/or entering contracts for the supply of goods, works and services including consultants. The term contract also includes arrangements where the council is supplying goods, works or services to a separate legal entity.
- 1.2. The CSOs are intended to support the council's corporate aims and policies, promote good procurement practice, public accountability, prevent corruption and protect against allegations of impropriety.

### 2. Scope

Type of Contract	Policy/ Law which covers Contracts out of scope
Contracts of employment, which makes an individual an employee of the council or in scope of IR35;	HR / Recruitment policies
Agreements for the acquisition, disposal, or transfer of land	Standing Orders for Acquisition Disposal of Land Property Part 4 Council Constitution
Loans to or from banks or other financial institutions;	Not subject to competition due to their nature
Provision of emergency accommodation as required	Homelessness Act
Local Government Audit services	Appointed persons for the purpose of Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015
Subscriptions to magazines / publications / online resources / professional journals / professional memberships.	Not subject to competition due to their nature
Works orders placed with statutory undertakers	Not subject to competition due to their nature
Grants being given by the council	Governed by Grant Funding – Service Level Agreements
Contracts entered into by or on behalf of Legal Services for the appointment of Counsel and/or External Solicitors and/or Experts	UK Statutory Instruments 2015 No. 102 Part 2 Chapter 1 Section 1 Sub-Section 3 Regulation 10 / Chapter 3 Section 7 Regulation 74

### 3. General Requirements

#### 3.1. Guiding principles

All procurements, regardless of value should have regard to the following principles:

- Proportionality – measures chosen must be both necessary and appropriate in light of the objectives sought;
- Equal treatment – all bidders to be given equal access to information and not treated favorably in similar situations;
- Transparency - disclosure of selection and award criteria so that contracts are not awarded arbitrarily;
- Mutual recognition – recognition should be given to comparable diplomas, certifications, accreditations and other evidence of formal qualifications.

#### 3.2. Regulations

All purchasing and resulting Contracts made by or on behalf of the council must be made in writing and comply with:

- The Public Contracts Regulations 2015 (as amended), The Concession Contracts Regulations 2016 and The Procurement Act 2023 as and when implemented;
- The Public Services (Social Value) Act 2012;
- Modern Slavery Act 2015;
- Local Government Act 1999 with due regard to Best Value;
- all other applicable statutory provisions and regulations;
- the council's Constitution, Financial Regulations, Scheme of Delegation, Authorised Signatory List and Code of Conduct; and
- all other relevant council policies and guidance.

Where there is evidence of deliberate non-compliance with the CSOs, disciplinary action may be taken.

#### 3.3. Valuation

3.3.1. The value of the contract is calculated with disregard to the funding source (e.g. capital, revenue, sponsorship, donations or grant monies from a third party).

3.3.2. Staff must not deliberately break down a Contract with the intention of disaggregating spend for the purpose of circumventing the appropriate governance.

3.3.3. The Total Value of the Contract should be calculated by reference to the following (where one or more apply, use the higher value):

- a) for fixed term Contracts the total price expected to be paid during the whole of the Contract period, including possible extensions. For example, if the Contract is a fixed term for three years it will be the estimated annual value times by 3; if however the Contract allows for a possible extension of 2 years, the Contract value shall be the annual value times 5 regardless of whether the extension will be utilised or not;
- b) if the Contract involves a series of separate transactions for the same type of item, the 'Total Value of the Contract' is the expected aggregate value of all those known upcoming transactions;
- c) for preliminary work, which may then result in a larger piece of work, it is the value of the scheme in its entirety;

- d) where the Contract period is uncertain, multiply the price expected to be paid each month by 48;
  - e) where the value cannot be estimated for whatever reason, the contract should be treated as above the relevant public procurement threshold.
- 3.3.4. The council's e-Sourcing system – must be used for all procurement exercises with a value in excess of £5,000.00 unless, in exceptional circumstances, a justification not to use it has been approved via a waiver to the CSOs.
- 3.3.5. All Contracts must be let in accordance with these CSOs unless a waiver has been granted.
- 3.3.6. Full threshold details can be found at CSO 4. THRESHOLDS / REQUIREMENTS. Summary of procurement process to be followed according to value for the purposes of these CSOs:
- 3.3.6.1. Up to £5,000.00 – at least one written quote via email.
  - 3.3.6.2. £5,000.01 and £25,000.00 – at least three tenders obtained via a closed tender through the council's e-Sourcing system or less than three if via an open tender is acceptable.
  - 3.3.6.3. £25,000.01 - £100,000.00 - Sourcing Plan to be completed and submitted to Corporate Procurement. At least three tenders obtained via a closed tender through the council's e-Sourcing system or less than three if via an open tender is acceptable.
  - 3.3.6.3. Above £100,000.00 - Sourcing Plan to be completed and submitted to Corporate Procurement; Procurement Board to advise on route to market, the board is comprised of the Head of procurement, the Section 151 Officer, the Corporate Head of Law and Governance or their nominated deputies.

#### 3.4. Authorisation

- 3.4.1. Procurement can only commence if there is adequate budget allocation in place and express approval by the relevant Committee (where required) or in accordance with the council's Scheme of Delegation.
- 3.4.2. For procurements with a value in excess of £100,000.00:
  - 3.4.2.1. Contract Managers must seek approval from the relevant Committee for the procurement;
  - 3.4.2.2. if, after evaluation of tender responses, the actual Contract value is greater than that agreed for the procurement or there has been a substantial modification to the specification or terms and conditions of Contract, Contract Managers must request the approval of the procurement outcome at the relevant Committee prior to Contract award notification. The committee approval must include a supplementary budget estimate to cover any additional ongoing costs.



#### 4. Thresholds / Requirements

Total Contract Value (excl VAT)	Receipt of quotes/ tenders	Contract award notice required	Procurement Process Required <sup>1</sup> :	Procurement lead	Financial assessment required	Type of Contract	Who can authorise / sign the contract
Threshold 1 – £0 - £5,000.00	Via email	No	Minimum of one quote sought (local suppliers should be used where appropriate). Whilst a single quote is the requirement, officers are encouraged to obtain multiple quotes to help demonstrate value for money.	Buying officer	No	Purchase Order Terms and Conditions	Corporate Head of Service
Threshold 2 – £5,000.01 - £25,000.00	Via e-Sourcing system	No	There is no minimum number of returns if the procurement is conducted via an open tender. Alternatively at least three tenders obtained via a closed tender is acceptable.	Buying officer with procurement support	No	Legal to advise on appropriate form of contract	Corporate Head of Service
Threshold 3 – £25,000.01 - £100,000.00	Via e-Sourcing system	Yes	There is no minimum number of returns if the procurement is conducted via an open tender. Alternatively at least three tenders obtained via a closed tender is acceptable when agreed with the Procurement Office.	Buying officer with procurement support	Yes	Legal to advise on appropriate form of contract	Legal to action in accordance with the council's constitution
Threshold 4 – £100,000.00 and above	Via e-Sourcing system	Yes	Procurement to advise on appropriate route to market, Legislated procedure where limit <sup>2</sup> exceeded: <b>Goods/Services: £214,904*</b> <b>Works: £5,372,609*</b>	Procurement team	Yes	Legal to advise on appropriate form of contract	Legal to action in accordance with the council's constitution

<sup>1</sup> These processes are required to be followed where a regulation compliant route / process is not being utilised

<sup>2</sup> \*Thresholds as of 1 January 2024. Public procurement thresholds are subject to change every 2 years, any change in threshold levels will be reflected in an update to these CSOs. Please note the threshold amounts should be calculated inclusive of VAT.

## 5. Transparency

- 5.1. Transparency is key within the public sector; it is required to increase democratic accountability and make it easier for local people to contribute to the local decision-making process and help shape public services.
- 5.2. Officers must ensure that, where required, opportunities and resulting awards are properly advertised and that they comply with all transparency guidance, both internal and external, including but not limited to the Local Government Transparency Code 2015.
- 5.3. Where disclosures are required under the Freedom of Information Act 2000, the onus is on the supplier to provide justification as to why information contained within their bid should be withheld.
- 5.4. All contracts over £5,000 must be published via the council's contracts register on a quarterly basis.
- 5.5. Where a procurement valued over £25,000.00 is advertised, there is legal obligation to publish the opportunity on Contracts Finder.
- 5.6. All contract awards valued in excess of £25,000.00 must also be published on Contracts Finder within 90 days of the contract award.

## Pre-Tender Preparations

### 6. Engaging The Procurement Function

- 6.1. Before beginning a procurement exercise, Contract Managers must:
  - 6.1.1. assess the need for the expenditure;
  - 6.1.2. define the objectives of the procurement;
  - 6.1.3. calculate the total value of the Contract;
  - 6.1.4. ensure sufficient resources will be available (i.e. people with sufficient skills and capacity to manage the Contract once it has been let), and
  - 6.1.5. ensure that the appropriate authority is in place to start the process and that the budget covers the whole-life financial commitment being made (including any Consultant's or other external charges or fees).
- 6.2. A Sourcing Plan should be completed for every procurement in excess of £5,000.00 as soon as the need to purchase goods, works or services arises, this will provide the council with a record of all procurements conducted in excess of £5,000.00. Sourcing Plans for Contracts with a total value above £25,000.00 must be approved by the Procurement Board before proceeding and should be approved prior to committee approval (if required), this will allow the board to input into the procurement exercise.
- 6.3. Contract Managers in collaboration with the Procurement Office must:
  - 6.3.1. where no suitable existing council contracts are available, carry out an options appraisal to decide the best way to achieve the objective, including internal or external sourcing, partnering, and collaborative procurement arrangements with another public authority or government department;
  - 6.3.2. consult users where appropriate about the proposed

Contract standard, performance and monitoring.

## **7. Declaration Of Interests and Confidentiality**

- 7.1. Prior to procuring, officers should confirm that there are no conflicts of interest with regards to the resulting contract (see Annex 1 for examples of conflicts of interest). Where officers become aware of a conflict, they must immediately notify the procurement office.
- 7.2. Where a consultant or external party is involved in a procurement for the council, either inputting into the tender documents or being involved in the tender evaluations, they must first complete and submit Annex 1 – DECLARATION REGARDING CONFLICT OF INTEREST & CONFIDENTIALITY prior to their involvement.

## **8. Considerations**

- 8.1. Existing Contractual Arrangements
  - 8.1.1. Prior to any procurement, officers should ensure that there is not an existing council contract that can be utilised by contacting the procurement office.
  - 8.1.2. Where there is a contract in place, officers must ensure that their requirements are in scope of the contract and that the value of new requirements would not cause the contract value to exceed its acceptable tolerances.
- 8.2. Council Wide Requirements
  - 8.2.1 When procuring, officers should be buying on behalf of the council as a whole and not for specific services, to ensure that spend can be aggregated corporately and to mitigate against having multiple contracts for the provision of the same or similar services / goods or works.
- 8.3. Pre-Tender Market Research and Consultation
  - 8.3.1 Prior to commencing a procurement, officers should ensure that they have an understanding of the market conditions in which they are buying.
  - 8.3.2 Where an officer is not familiar with the market or the goods / works / services which they are buying, they should ensure that they conduct appropriate market engagement that can be used to inform but not bias their procurement approach, this should be done in conjunction with the procurement office.
  - 8.3.3 Contract Managers may seek or accept technical advice on the preparation of a specification from anyone who may have a commercial interest in bidding/tendering for the Contract if it does not prejudice the equal treatment of all potential bidders and distort competition. Records must be kept of this consultation until the expiry of the Contract.
- 8.4 TUPE Implications
  - 8.4.1 Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) apply when an employee of the authority or of a supplier providing a service to the council may be affected by any staff transfer arrangement because of a change in the service provider.
  - 8.4.2 Officers must ensure that any TUPE issues are considered and

the incumbent has confirmed in writing to the authority, before the tender is issued, if TUPE does / doesn't apply.

- 8.4.3 Where TUPE does apply. Officers must ensure they obtain the anonymised TUPE data to be issued with the tender pack.
- 8.4.4 Where TUPE relates to an individual currently or to be employed by the authority, HR should be engaged as soon as this becomes apparent.
- 8.4.5 No TUPE data should be provided to bidders until a signed non-disclosure agreement is received.

## **9 Collaborative And Partnership Arrangements**

- 9.3 In order to secure value for money the council may enter into collaborative procurement arrangements with other local authorities.
- 9.4 In these situations, the contract will be procured in accordance with the constitution of the lead authority. Normal due diligence, council authorisation and sign-off processes will still apply.

## **10 Waivers And Exceptions**

- 10.1 Subject to any legal requirements, any requirement of these CSOs may be waived in exceptional circumstances. The Procurement Office administers the process.
- 10.2 All waivers will be determined in consultation with the S151 Officer and the Corporate Head of Law and Governance, if the grounds for the waiver (thresholds 1-2) are deemed appropriate and urgent, it can be approved by the Head of Procurement who will report it to the S151 Officer and the Corporate Head of Law and Governance.
- 10.3 Where an exemption from competition requirements is necessary because of an unforeseeable emergency involving immediate risk to persons, property or serious disruption to council services, the relevant officer must report as soon as practicable following the event to the Procurement office (corporateprocurement@runnymede.gov.uk) and one of the following: the Chief Executive, Assistant Chief Executive or the Corporate Head of Law and Governance. Any Contract entered into for these purposes should be the minimum required to remove the immediate risk to persons or property or to reduce the disruption to council services to a manageable level.

## **Tender Process**

### **11 General**

- 11.1 Corporate Heads must in relation to their Service:
  - 11.1.1 ensure all Contract Managers comply with these CSOs, are sufficiently skilled in procurement matters to fulfil the duties of their post and complete any required learning and development.
  - 11.1.2 ensure there are effective Contract management arrangements in place for all Contracts;
  - 11.1.3 provide any information requested by the Procurement office, Assistant Chief Executive or the Corporate Head of Law and Governance regarding their Contracts.

## 12 Selection / Award Criteria

12.1 For all opportunities the criteria must be stipulated within the tender pack, this includes:

- 12.1.1 The selection / award criteria;
- 12.1.2 The scoring system and weighting to be applied;
- 12.1.3 The minimum scores to be achieved (where appropriate).
- 12.1.4 Selection and Award Criteria must not include considerations or matters which discriminate against suppliers from signatories to the GPA;

### 12.2 Selection Criteria

12.2.1 Selection Criteria should be used for the purpose of vetting / shortlisting bidders where appropriate. It should be based on relevant memberships / qualifications, financial standing and past experience of delivering comparable goods / services or works.

### 12.3 Award Criteria

12.3.1 When determining the award criteria, there are a number of options available, these are:

- 12.3.1.1 Price only (100%) - awarding to the bidder who has satisfied the council's minimum requirements and offered the lowest price;
- 12.3.1.2 Price / Quality (totaling 100%) – awarding to the bidder who has, having satisfied the council's minimum requirements, scored the highest after combining the price and quality scores;
- 12.3.1.3 Quality only (100%) – when the tender is awarded to the highest scoring bidder based on a fixed budget and qualitative criteria only;

12.3.2 Price evaluation – consideration must be given to whole life costs e.g. initial capital expenditure, servicing/support and maintenance, operating costs, consumables, disposal and recycling costs and any other relevant matters;

12.3.3 Quality evaluation - determined by any number of qualitative questions, weighted to the total of overall weighting allocated to quality which must include Social Value/Climate Change and Sustainability. Questions must be relevant, proportionate and specific to the requirement and address areas such as mobilisation, resourcing, Health & Safety, experience and training, relevant environmental considerations, social value, ability to fulfil the requirement in the required timescales and any other relevant matters.

## 13 Social Value

13.1 The Public Services (Social Value) Act 2012 places a requirement on people who commission, or buy, public services to consider securing added economic, social or environmental benefits for their local area.

13.2 The Act currently applies only to goods and service Contracts over the Public Procurement threshold but should be considered in all procurements where applicable.

- 13.3 Social value should form part of a bidder's commitments at tender stage and should be tailored to the subject nature of the contract being awarded.

## **14 Modern Slavery**

- 14.1 The Modern Slavery Act 2015 was introduced to tackle modern slavery, defined in the act as slavery, servitude, forced or compulsory labour, human trafficking and exploitation.
- 14.2 Officers must ensure that proportionate due diligence is undertaken to certify that council appointed contractors do not participate in modern slavery, either directly or within their supply chains.

## **15 Insurance**

- 15.1 Suppliers bidding for council work must have the relevant insurances in place.
- 15.2 As standard it is expected that officers request evidence of or confirmation that suppliers hold Public Liability insurance of £5m and Employer's liability insurance of £5m (this is a statutory requirement).
- 15.3 These levels reflect the expected minimum but insurance requirements can vary on a case-by-case basis, officers should engage with [insurance@runnymede.gov.uk](mailto:insurance@runnymede.gov.uk) to confirm if different levels are appropriate or if additional insurance such as Professional indemnity, Product liability or Cyber security is required.

## **16 Low Value Contracts (Threshold 1)**

- 16.1 All procurements valued £5,000.00 or below must comply with the principles set out within the CSOs. As a minimum, officers must seek a single quote via email, local suppliers who can meet the council's requirements should be sought in the first instance. Whilst the requirement is a single quote, good practice suggests that multiple quotes should be sought where appropriate.

## **17 Medium Value Contracts (Thresholds 2 And 3)**

- 17.1 For all procurements valued £5,000.00 – £100,000.00, officers must ensure:
- 17.1.1 All bidders invited to tender must be issued with the same information at the same time and be subject to the same conditions.
  - 17.1.2 All tender documents and any supplementary information should be made available by publication on the council's e-Sourcing system.
  - 17.1.3 The tenders must be conducted as a single stage only.
- 17.2 All Invitations to Tender shall include:
- 17.2.1 clear instructions on how and where Tenders are to be submitted, together with the date and time by which they are to be received;
  - 17.2.2 a specification that describes the council's requirements in sufficient detail to enable the submission of compliant and competitive offers;
  - 17.2.3 terms and conditions on which the Contract is let which shall be

- either in the council's Terms and Conditions by issue of a Purchase Order or an alternative Contract appropriate to the procurement;
- 17.2.4 an outline of the method by which any errors discovered in the submitted tenders are to be dealt with.

## **18 High Value Contracts (Threshold 4)**

- 18.1 All procurements in threshold 4 (Over £100,000.00) will be managed by the procurement office in conjunction with the contract manager/service area; procurement will advise of the correct procedure to be used, where the procurement exceeds the Public Procurement Threshold, £214,904.00 (excl VAT) for Goods or Services and £5,372,609.00 for Works, a procedure compliant with the relevant regulations must be conducted.

## **19. Frameworks**

- 19.1 Use of an existing framework
- 19.1.1 Contracts based on the use of an existing compliant Framework Agreement may be awarded in accordance with the terms set out in the Framework User Guidance by either:
- 19.1.1.1 in the first instance, conducting a further competition to demonstrate seeking value for money; or
- 19.1.1.2 a Direct Award to a supplier if there is only one Framework supplier or reopening competition is not advantageous to the council.
- 19.2 Establishing a new framework
- 19.2.1 Where officers are looking to establish a framework, this must comply with all relevant legislation.

## **20. Clarifications / Correspondence**

- 20.1 All clarifications must be managed through the e-sourcing portal.
- 20.2 Clarifications must be provided in a timely manner, allowing bidders to accommodate any new information they have received into their bid.
- 20.3 Clarifications should not be used to provide a bidder with information that would give them an unfair advantage over other bidders and will, by default, be shared with all bidders unless the question and answer are specific to the bidder.
- 20.4 For complex procurements, a clarification meeting may be incorporated into the procurement process. This must be agreed with procurement in advance and conducted with all bidders with procurement present.
- 20.5 Other than via procedures with explicit provision, discussions with bidders after submission of a Tender and before the award of a Contract with a view to negotiating adjustments in price, delivery or content are not permitted without the agreement of the Corporate Head of Law and Governance.

## **21. Tender Returns**

- 21.1 Bidders must be given an adequate period in which to prepare and submit a Tender, consistent with the complexity of the requirement.
- 21.2 All Tenders estimated to be worth £5,000.00 or more must be returned in accordance with the system requirements of the e-Sourcing system. Any tender received outside of the e-Sourcing system must be rejected and excluded from evaluation.

## **22. Evaluation, Due Diligence**

- 22.1 Contract Managers are responsible for ensuring that all bidders for a Contract are suitably assessed in accordance with the criteria provided in the tender documentation. The assessment process shall establish that all potential bidders have sound economic and financial standing and sufficient technical ability and capacity to fulfil the requirements of the council.
- 22.2 All contracts valued in excess of £25,000.00 must have a financial assessment conducted as part of the due diligence, prior to entering into a contract.

## **Award Of Contract**

### **23. Award Of Contract and Debriefing Bidders**

- 23.1 Apart from the debriefing required or permitted by these CSOs, the confidentiality of Tenders and the identity of bidders must be preserved at all times and information about one bidders response must not be given to another during the evaluation process.
- 23.2 Buying Managers must ensure that all bidders who submitted a response are informed of the outcome and given the opportunity to seek feedback where appropriate.
- 23.3 If a decision is challenged by an unsuccessful bidder, after the issue of the award decision, then the Contract Manager shall not award the Contract but shall immediately inform the Procurement Office and seek the advice of the Corporate Head of Law and Governance.

### **24. Contract Sign Off / Scheme Of Delegation**

- 24.1 Where a Purchase Order is used as the Contract using the council's Terms and Conditions for values under £25,000.00, the authoriser of the Purchase Order must have the required delegated authority for the Contract value as required by the Financial Regulations.
- 24.2 All other Contracts shall be signed by the council in accordance with the Council, Committee and Administrative Standing Orders.
- 24.3 All Contracts must be concluded formally in writing and signed by both parties before the supply, service or construction work begins, except in exceptional circumstances and then only with the consent of the Chief Executive, Corporate Head of Law and Governance or Assistant Chief Executive.



24.4 The council's Legal Services are responsible for securing signature of the Contract and must ensure with the assistance of the Contract Manager that the person signing for the other contracting party has authority to enter into a legal agreement.

24.5 A Contract should be sealed where:

24.5.1 the council wishes to enforce the Contract more than six years after its end;

24.5.2 there is no consideration or the price paid or received under the Contract is nominal and does not reflect the value of the goods or services.

24.6 Following award of any Contract, in excess of £5,000.00 the Contract Manager must provide Contract information required by the council's Procurement Office for entry onto the Contracts Register which is located on the council's website.

24.6.1 If the Contract has been procured via the e-tendering system, the Contract Manager must provide the Contract Information by entry within the system.

24.6.2 If a waiver to use the e-tendering system has been approved, Contract information must be added to the contracts register on Contract award.

24.7 Contract Documents

24.7.1 All Contracts irrespective of value, shall clearly specify:

24.7.1.1 details of supply/service or work;

24.7.1.2 the price to be paid and the timing/frequency;

24.7.1.3 Contract start and end date including any provision for extension; and

24.7.1.4 liquidated damages (if applicable) and termination provisions.

24.8 The terms and conditions of all Contracts over £5,000.00 must have been either drafted or approved by the council's Legal Services unless using the council's Terms and Conditions fulfilled by a Purchase Order. Standard Form Contracts should be reviewed and updated annually by the Corporate Head of Law and Governance to ensure compliance with any legal changes and that they meet the council's needs.

24.9 Record Keeping:

24.9.1 Contract Managers shall ensure that the following records are kept in accordance with the council's RECORD / DOCUMENT RETENTION & DISPOSAL SCHEDULE.

24.10 Contract Management, Evaluation and Review

24.10.1 For all Contracts, Contract Managers should:

24.10.1.1 ensure that appropriate risk assessments are in place at all times during the Contract term;

24.10.1.2 for any risks identified as part of the risk assessment, ensure appropriate actions are put in place to manage them;

- 24.10.1.3 regularly monitor performance;
  - 24.10.1.4 regularly monitor compliance with programme, specification and Contract;
  - 24.10.1.5 regularly monitor estimated final cost compared to budgets;
  - 24.10.1.6 regularly monitor any value for money requirements;
  - 24.10.1.7 regularly monitor user satisfaction and risk management;
  - 24.10.1.8 review and action Contract end dates in a timely manner to allow sufficient time to review options for Contract extension or to run a procurement exercise prior to the end date.
- 24.10.2 If any Contract requires a project management role, the Contract Manager must discharge that role or appoint a named person to carry out that role.
- 24.10.3 Officers involved in any construction/building related procurement must check to determine whether the Construction (Design and Management) Regulations 2015 (CDM 2015) apply and comply with those requirements accordingly.

## **25. Additional Requirements Not Contracted For**

- 25.1 There is always the possibility that additional services, goods or works which could not have been reasonably foreseen at the point of tendering may be required.
- 25.2 In the case of Thresholds 1 – 3 this is permitted up to an additional 10% of the original contract value, where;
- 25.2.1 there is sufficient budget;
  - 25.2.2 the need could not have been anticipated;
  - 25.2.3 it is in line with the original scope of the contract; and
  - 25.2.4 it is in the best interests of the council to agree with the existing contractor for the new works, service, or supplies.
- 25.3 In the case of variations to Threshold 4 contracts, officers should consult CSO 26.4 or, where this is not applicable, CSO 10.

## **26. Payment Authorisation / Stage Payments**

### In relation to Contracts for building, constructional or engineering work:

- 26.1 payments to contractors on account of Contracts may be made only on a certificate issued by an Officer (or private architect, engineer or other suitably qualified Consultant) authorised by the council to do so. Payments must not be made before Contract documentation has been executed except with the agreement of the Corporate Head of Law and Governance and Assistant Chief Executive (Section 151 Officer).
- 26.2 subject to the provisions of the Contract, every variation must (unless otherwise evidenced to the satisfaction of a duly authorised officer) be authorised in writing by the duly authorised officer (or private architect, engineer or Consultant) or other person who may be nominated for the council under the Contract. The authorisation must state the cost of the variation or, if this is impossible, an enforceable mechanism (such as a schedule of rates) by which the cost will be calculated. If the estimated

cost of the Contract is likely to exceed the authorised budget by more than £1,000.00, the relevant Corporate Head/Director must report this to the relevant Assistant Chief Executive (Section 151 Officer) or, if required, Committee as soon as practicable. Officers should note the need to seek authorisation for additional expenditure from the relevant Committee;

- 26.3 the final certificate of completion of any Contract must not be issued until the duly authorised officer, private architect, engineer or Consultant has produced to the Assistant Chief Executive (Section 151 Officer) a detailed Contract payment proforma in the prescribed form, and has produced all the required documents.

Applicable to all Contracts:

- 26.4 For threshold 4 contracts, where it becomes apparent the total cost will exceed the approved Contract sum by 10 per cent or £25,000.00 (whichever is the less), the relevant Corporate Head must, before payment, submit the final account to the Assistant Chief Executive (Section 151 Officer), who will arrange for its examination and make all such enquiries and receive such information and explanations as may be required in order to be satisfied as to the accuracy of the account. It is the responsibility of the relevant Corporate Head to provide all necessary papers and information for this purpose, to the requirements of the Assistant Chief Executive (Section 151 Officer) and in good order. The relevant Corporate Head must also report on the cost to the relevant Committee, after agreement of the final account;
- 26.5 if a Contract has been awarded on a term or call-off basis, the relevant Corporate Head and Contract Manager must ensure that the cumulative cost is monitored and kept within existing budgets. Any potential overspends will require virements or supplementary estimates are sought in accordance with the Financial Regulations reproduced in this Constitution;
- 26.6 claims from contractors in respect of matters not clearly within the terms of any existing Contract must be referred to the Corporate Head of Law and Governance for consideration of the council's legal liability. Where necessary, the Assistant Chief Executive (Section 151 Officer) must be consulted in respect of the financial considerations before a settlement is reached;
- 26.7 where completion of work or services due under the Contract is delayed beyond the Contract period, the relevant Corporate Head/Director must consult with the Corporate Head of Law and Governance and ensure that any necessary action is taken to claim liquidated damages.

**27. Financial Security / Retention / Damages**

- 27.1 Adequate financial security and/or a performance bond must be required for all Contracts within Threshold 4 and above in value or where considered necessary by the S151 Officer.
- 27.2 A retention to the Contract sum may be made if the relevant Head of Service determines this to be necessary.
- 27.3 Where liquidated damages are to be included within the contract they should be agreed in conjunction with legal and finance to ensure they are

enforceable.

## **28. The Council as a Supplier**

- 28.1 Where the council is contemplating providing works, goods or services to external organisations, the Corporate Director of Resources and the Corporate Head of Law and Governance must be consulted.
- 28.2 Contract Managers shall produce robust business cases for the council acting as a supplier which fully takes into account the costs to the council of delivering the goods, works or services concerned. The financial viability of such business cases must be approved by the Chief Executive and Section 151 officer.
- 28.3 Contract Managers shall liaise with the council's Insurance Officer to ensure any potential liabilities are sufficiently covered by the council's insurance policies.
- 28.4 Where the proposed Contract value is likely to be funded by a supplementary estimate outside of the annual planning cycle, before tenders are prepared, the Chief Executive, Assistant Chief Executive and the Corporate Head of Law and Governance must jointly approve the business case (unless the Chief Executive Officer has expressly agreed that no Business case is required) including:
- 28.4.1 confirming the council can legally enter into the Contract;
  - 28.4.2 accepting the legality of the charging arrangements; and
  - 28.4.3 approving the terms and conditions of the proposed Contract.

## **Contract Management**

### **29. Management**

- 29.1 It shall be a condition of engagement by the council of any person (not being an officer or member of the council) to supervise a Contract that they shall act in full accordance with these CSOs when supervising the Contract as if they were an officer of the council.
- 29.2 It is the procuring officers' responsibility to ensure that there is a robust Contract management plan in place that is proportionate to the scale and scope of the Contract, this should include, but is not limited to:
- 29.3 regular documented Contract reviews;
  - 29.4 clear procedures on the reporting and escalation of Contract failings;
  - 29.5 identification of contacts responsible for the Contract within each organisation;
  - 29.6 capturing of performance data.

### **30. Extension**

- 30.1 All contracts must be extended in line with the provisions of the contract.
- 30.2 All extensions must be determined well in advance of them being

actioned and be completed in conjunction with the Legal department.

- 30.3 Any extensions or variations to a Contract where there is no provision for them may only be made in accordance with CSO 27.

### 31. Expiry

- 31.1 It is the responsibility of officers to properly manage their contracts and allow sufficient time to review the service prior to a contract expiring, this opportunity should be used to assess whether the service is still required, if any changes are required and to allow sufficient time for the re-procurement of the contract if required.

### 32. Termination

- 32.1 If a Contract is proposed to be terminated prior to its maximum duration for whatever reason, the advice of the Corporate Head of Law and Governance must be sought in the first instance.

### 33. Novation And Assignment

- 33.1 The council may agree to the novation or assignment of a Contract if suitable due diligence of the Contractor has been carried out and the prior written approval of the Head of Service and Corporate Head of Law and Governance has been obtained.

### Definitions

Agent	A person or organisation acting on behalf of the council.
Award Criteria	The criteria on which the award of a Contract is based following an evaluation of Contract tenders in a procurement procedure. Award criteria must be focused on the tender and not the bidder (which will already have been assessed for suitability at the qualification step against the relevant Selection Criteria).
Award Procedure	The procedure for awarding a Contract.
Bidder	Any person who asks or is invited to submit a Quotation or Tender.
"Code of Conduct"	The "Code of Conduct for Staff" (See Part 5 Council's Constitution).
Consultant	Someone engaged for a specific length of time to work to a defined project brief with clear outcomes to be delivered, and who brings specialist skills or knowledge to the role.
Contract	In this context, means an agreement between parties for the supply of goods, services or works on terms and conditions, which are intended to be enforceable through law.

Contracts Finder	A central website maintained by Government on which public sector tender opportunities above £25,000.00 (exclusive of VAT), and which are advertised by the council, are required to be published.
Contract Managers	Those officers authorised to carry out the day to day activities required to let and manage a Contract.
Framework Agreement	A framework agreement is an 'umbrella agreement' that sets out the terms (particularly relating to price, quality and quantity) under which individual Contracts (call-offs) can be made throughout the period of the agreement.
Invitation to Tender	An Invitation to Tender (ITT) is sent to bidders inviting tenders for works, goods or services.
In-Tend	The council's e-Sourcing system which must be used for all procurement exercises with a value of £5,000.00 excluding VAT or more.
Local Authority Consortium	A collection of Local Authorities who collaborate around the purchase of goods, services or works.
Non-Commercial Considerations	<p>The following is a non-exhaustive list of Non-Commercial Considerations:</p> <ul style="list-style-type: none"> <li>(a) the terms and conditions of employment by contractors of their workers or the composition of the arrangements for the promotion, transfer of or the other opportunities afforded to, their workforces ("workforce matters");</li> <li>(b) any involvement of the business activities or interests of contractors with irrelevant fields of Government policy;</li> <li>(c) the conduct of contractors or workers in industrial disputes between them or any involvement of the business activities of contractors in industrial disputes between other persons ("industrial disputes");</li> <li>(d) the country or territory of origin of supplies to, or the location in any country or territory of the business activities or interests of, contractors;</li> <li>(e) any political, industrial or sectarian affiliations or interests of contractors or their directors, partners or employees;</li> <li>(f) financial support or lack of financial support by contractors for any institution to or from which the authority gives or withholds support;</li> </ul> <p>Workforce matters and industrial disputes, as defined in paragraphs (a) and (d) cease to be non-commercial considerations for the purposes of s17(5) Local Government Act (LGA) 1988 and part 1 of the LGA 1999 (Best Value); or where there is a transfer of staff to which the Transfer of undertakings (Protection of Employment) Regulations 2006 ("TUPE") may apply.</p>

Open Procedure	A one-stage procurement where there is an open advert and any potential supplier can access and submit a tender to be evaluated.
Public Procurement Threshold	The Contract value at which the Public Procurement Procedure must be applied.
Purchase Order	A document sent from the council as a buyer to a supplier with a request for an order, indicating types, quantities and agreed prices for products, services or works. Once the order is accepted by the seller it becomes a Contract binding on both parties. The council's Terms and Conditions will govern the terms of the supply of goods and services ordered under a Purchase Order unless a standard form or bespoke Contract has been entered into prior to the issuing of the Purchase Order
Quotation	A written quotation of price and goods/services or works to be provided.
Runnymede Borough Council Terms and Conditions	The council's Terms and Conditions for the supply of goods, services or works using Purchase Orders. Suppliers accepting Purchase Orders are deemed to have accepted the terms and conditions. A copy of the Terms and Conditions can be found on the council's website at <a href="https://www.runnymede.gov.uk/tandcs">https://www.runnymede.gov.uk/tandcs</a> .
Selection Criteria	The criteria by which bidders are chosen to be invited to submit Quotations or Tenders.
Selection Questionnaire (SQ)	Prequalification questionnaire only to be used for procurements in excess of £214,904.00 incl VAT
Shortlisting	The process of selecting bidders who are to be invited to submit quotations or tenders or to proceed to final evaluation.
Sourcing Plan	A document to be completed by all officers who wish to buy anything with a value of £5,000.00 or more which will identify the correct route to market for the exercise. For purchases or Contracts with a value greater than £25,000.00 the document must be submitted to the Procurement function for review and sign off prior to commencing a procurement exercise.
SPD	Single Procurement Document – can be submitted in place of the Selection Questionnaire in a Find a Tender Service procurement exercise and must be accepted.
Suitability Criteria	In a single stage procurement the objective criteria, such as financial standing and professional ability, by which tenders are assessed to determine whether they proceed to be evaluated.
Tender	A bidder's proposal on price and quality submitted in response to an Invitation to tender.
Total Value of	The amount payable under the Contract to be used to select the

theContract	procurement procedure; excluding VAT.
TUPE" Transfer of Undertakings (Protection of Employment) Regulations	Subject to certain conditions, these regulations apply where responsibility for the delivery of works or services for the council are transferred from one organisation (e.g. private contractor, local authority in-house team) to another (e.g. following a 'contracting-out' or competitive tendering process) and where the individuals involved in carrying out the work or service are transferred to the new employer. These regulations seek to protect the rights of employees in such transfers, enabling them to enjoy the same terms and conditions, with continuity of employment, as existed with their former employer. Broadly, TUPE regulations ensure that the rights of employees are transferred along with the business.

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## Annex 1 –Conflict Of Interest & Confidentiality Declaration

### TENDER PARTICIPANT

<b>Name:</b>	<b>Title:</b>
<b>Tel:</b>	<b>E-mail:</b>
<b>Procurement Exercise:</b>	
<b>Organisation:</b>	

### Conflict of Interest

**Conflict of Interest** refers to situations in which personal interests (which may include financial interests) may compromise, or have the appearance of, or potential for, compromising professional judgement and integrity and, in doing so, the best interests of the Council. Examples of conflicts of interest include: *(This is not an exhaustive list)*

- Having a financial interest (e.g. holding shares or options) in a potential bidder or any entity involved in any tendering consortium
- Having a financial or any other personal interest in the outcome of the evaluation of any tender evaluation process
- Being employed by (as staff member or volunteer) or providing services to any potential bidder
- Being a member of a potential bidders management/executive board
- Receiving any kind of monetary payment or non-monetary gift or incentive (including hospitality) from any bidder or its representatives
- Canvassing, or negotiating with, any person with a view to entering into any of the arrangements outlined above
- Having a close member of your family (which term includes unmarried partners) or personal friends who falls into any of the categories outlined above
- Having any other close relationship (current or historical) with any potential bidder

It is the individual's responsibility to ensure that any and all potential conflicts are disclosed to the Council in writing prior to them becoming involved in any procurement process. Individuals will be excluded from the procurement process where the identified conflict is in the Council's opinion material and cannot be mitigated.

**Option 1:** "I do not have any conflicts of interest that prevent my full and unprejudiced participation in this procurement exercise. I also declare that I will inform the Council immediately, should my circumstances change in any way that effects this declaration."

**Signature**

**Date**

**Option 2:** "I do have a conflict of interest that may prevent my full and unprejudiced participation in this procurement exercise. The nature of this conflict of interest is described below:

I also declare that I will inform the Council as soon as is practicable, should my circumstances change in any way that effects this declaration."

**Signature**

**Date**

### Confidentiality

In the course of your duties in relation to the above Procurement Exercise, you may use, have knowledge of, or access to, information which is confidential to the service or the Council. It is a term of your participation in the Procurement Exercise that this confidentiality must be respected. Confidential information must not be published or divulged other than to an authorised person. In cases of doubt about what is confidential or who is authorised, you should consult the relevant Council project lead.

You may only disclose the Council's Confidential Information to your employees, agents, consultants and contractors who are directly involved in the provision of elements of the Procurement Exercise and who need to know the information, and you must ensure that any of the above to whom you disclose the information are aware of and will comply with these obligations to confidentiality.

Neither you nor your employees, agents, consultants and contractors must use any of the Council's Confidential Information received other than for the purposes of this Procurement Exercise.

I have read the above information and I agree to comply with the obligations to confidentiality.

**Signature**

**Date**

*Completed forms must be sent to Corporate Procurement  
[corporateprocurement@runnymede.gov.uk](mailto:corporateprocurement@runnymede.gov.uk)*

# Runnymede Borough Council

## Publicity, Media and Social Media Handling Protocol - DRAFT

March 2024

# Introduction

This protocol is intended to set out the legal framework in which media and social media relations takes place at the Council, explain how Council spokespersons are selected, how external individuals or organisations may be involved in the Council's communications, and how the Council's Communications Team manages media requests, news stories press releases. It also sets out restrictions on staff engaging with the media and explains options open to Members in any engagements with reporters.

This protocol is to assist Members and senior Officers to follow proper procedure in publicity and the handling of communications with the news media and on social media.

It operates in addition to any guidelines which exist and is to clarify and effectiveness of communication, management matters, etc., which may be circulated amongst staff, councillors, or informally within political groups. The Council also has a Social Media Policy which sets out in more detail how the Council operates its social channels.

## Legal framework

### Local Government Act 1972

A local authority has power to publish material relating to its services and functions under section 142 of the Local Government Act 1972.

There are also some service-specific powers.

An authority also has the incidental power of responding to enquiries from the press and public about its actions.

### Local Government Act 1986

All authorities are subject to the constraints on publicity imposed by the Local Government Act 1986. This prohibits political publicity and many sorts of campaigning, and requires authorities to have regard to the Code of Practice issued by the Secretary of State in making decisions about publicity. It also requires a separate account to be kept of expenditure on publicity.

### Local Government Act 2000

Under section 2 of the Local Government Act 2000, authorities may do anything which they consider is likely to achieve the promotion or improvement of the economic, social, or environmental wellbeing of their area. They must have regard to their Community Strategy in exercising this power. This power may give broader scope for publishing material than section 142 of the 1972 Act, but, like it, will be subject to the matters mentioned below.

### The Local Authority Recommended Code of Practice on Publicity

This is contained in Communities and Local Government Circular 01/2011.

Publicity by local authorities should:

- be lawful
- be cost effective

- be objective
- be even-handed
- be appropriate
- have regard to equality and diversity
- be issued with care during periods of heightened sensitivity (before elections/referendum).

The document also sets out expectations on a number of other topics including how the Council should act during the Pre-Election Period.

## Politically restricted posts

Members of the Council's Communications Team, and most senior officers, are covered by political restriction. The legal basis for this can be found in [Local Government and Housing Act 1989 and The Local Government Officers \(Political Restrictions\) Regulations 1990](#)

# Runnymede principles

Runnymede will have regard to the law and Code of Practice whenever relevant.

It will not publish party political material or press releases on behalf of individual Members as this is prohibited within the legal framework.

However, Members in positions listed below as spokespersons will usually be quoted in press releases reporting on Council business, as the spokesperson represents the Council's decision making body or the authority corporately in such cases.

The role of quote in a press release is usually to:

- Personalise the information.
- Demonstrate who is responsible for the decision or activity which is being publicised.
- To 'sell' the topic to the reader or give an opinion or advice in a way which narrative text cannot do.

## Distinction between press releases and news stories

There is a distinction between press releases – which are sent to the media as the Communications Team judge they are likely to receive coverage, and news stories, which are published on the Council's website.

News stories cover a wider range of information than press releases and may also be seen as an announcement or be used to present more day to day or service level information.

Press releases will always contain a quote from a named councillor, but news stories will not need to carry a quote.

## Scope of Council communications

Generally speaking it will be appropriate for the Council to communicate on all areas of its business as usual activity and in regard to partnerships it is a member of, unless there are reasons in individual cases not to comment.

In most (though not all) cases, the topics on which publicity is issued will emanate from committee decisions, even when those decisions may have been taken months or years earlier, if they secured approval for long-term programmes.

Some examples of the type of publicity which the Council may issue, and which spokespersons may be quoted on include:

- corporate messages
- policy-based decisions
- a specific decision taken at committee,
- actions taken by the Council,
- specific workstreams delivered,
- new areas of business,
- milestones in existing programmes,
- support given to the Community.
- business as usual areas of the Council which require promotion,
- initiatives which the Council is a partner within,
- activities which the Council may have a vested interest in promoting,
- items deemed to be 'newsworthy', or
- items which present the Council as a leader in its field within a particular sector.
- Content supplied by public sector bodies, for example the police, county council, Met Office.
- Content which uses the Council's local high profile status to bring attention to an issue of public importance.

In addition, the Council may sometimes be expected to comment on issues which affect it as an organisation, or which affect the borough, county or local government sector as a whole.

In rare cases, the Council may be asked to comment on an issue and decide it is more appropriate not to do so.

## Recognised spokespersons

The Leader and Deputy Leader of the Council, Chairs and Vice Chairs of committees, and for certain civic purposes the Mayor, will normally be looked to as the official spokespersons for the purposes of press releases or media interviews or comments published on social media

These positions are selected because they represent the Council in a particular capacity, normally as the chair of a committee which has made a decision on a specific topic, or because their committee has oversight of the particular area which is being promoted or explained. As such they are speaking on behalf of the Council.

Other Members do not represent the Council in the same way and therefore cannot be expected to speak on behalf of the organisation, only of themselves as individual Members.

Any words offered by such Members, whilst representing, arguing for, and explaining the Council's position or giving a level of opinion whenever necessary, will respect the need for objectivity and the avoidance of party propaganda and the understanding they are speaking on behalf of the authority.

In some circumstances, individual Members may be 'namechecked' in press releases or statements. This does not equate to 'promoting' a Member but would happen where, for instance, a Member had instigated a course of action which later became Council policy.

## Role of the Leader in giving wider comment

In some cases the Leader of the Council, as the authority's most senior elected Member (by virtue of being appointed to the position of leader at Full Council), may give a statement on an issue, even when the topic has not been debated by a committee.

This situation may arise when:

- there is an emergency,
- 'breaking news' occurs and journalists or the public require a comment post haste,
- the issue is of an urgent nature,

- where community leadership is required, or
- a national situation impacts the Runnymede area.

In these circumstances there is not time to convene a committee meeting or there is no decision of any committee which could be reflected in the comments.

Should this be the case, Council staff would advise the Leader to comment in a way that is as neutral as possible, so it is not perceived as predetermining any future decision at a committee. Advice would further include that the Leader should comment in a non-political way.

## **Members of staff acting as a named spokesperson**

Occasionally a specific named senior officer at Corporate Head of Service level or above may also be a spokesperson. This will be the case when the topic is:

- on a particular point of process,
- highly detailed or technical,
- not appropriate for any Member to comment, such as about the disputed outcome of an election, or
- during the pre-election period when the selection of spokespersons must be decided with an extra level of sensitivity and in accordance with the Publicity Code.
- where senior Members are unavailable and the situation is similar to those set out under the above section about wider comment.

## **Corporate comments**

Where the phrase 'A Council spokesperson said:' appears in a press release or statement this will be a comment issued on behalf of the authority corporately.

If this term is used, the message provided will be confined to a factual or explanatory comment.

In such cases a member of the Senior Leadership Team would be expected to approve the wording, which may also be reviewed by a member of the Corporate Leadership Team.

## **Party political comments**

Material which is party political, or which is intended to publicise the views or activities of a particular Member outside of their role as a committee chair or vice chair on behalf of the Council, will not be published by the Council's staff or on its channels of communication.

Local party or campaigning organisations, or Members themselves, should publish such material directly and they should take care that it is not mistaken for an official Council publication.

## **Direct engagement between Members and journalists**

Reporters may contact a Member directly for comment on a story or issue. As elected representatives, Members may choose to contact a reporter directly as well.

When doing so, Members are only representing themselves (or in some cases their party), and they should make this clear.

If Members are approached by the press, and do not wish to speak to a reporter, there is no requirement to do so. Members may simply direct the journalist to the Council's Communications Team.

It is not the role of this protocol to regulate or advise on members' engagement with the media

## Staff engagement with journalists

Members of staff must not engage with or make commitments to journalists, including editors of local publications, unless they have the permission of the Communications Team.

Staff who are contacted by a journalist should redirect the journalist to the Communications Team without commenting on the topic they are asked about. This is to protect staff from being drawn into commenting on issues which they may not be fully conversant with, or giving opinions which may not be appropriate to do and to avoid longer term or difficult negotiations with the media being affected by one-off engagements by colleagues who may not appreciate the wider nature of a relationship with an individual outlet.

Staff who hold a trade union position may choose to speak to the press on behalf of the union.

Staff found to be passing information to journalists or posting on social media in such a way which breaches data protection rules or could bring the Council into disrepute are likely to face disciplinary proceedings under existing employment policies.

Staff members may attempt to draft a document which becomes a press release, in order to assist the Communications Team, but must not send it to Members for comment, or to the media. Engagement with Members and the media on press releases or other corporate communication activity will only be carried out by the Communications Team to ensure consistency of message and that stories are issued in accordance with the legal framework set out above and to avoid any clashes with other activity.

## Comments in Council communications by people who are not staff or elected Members

Occasionally the Council may include a comment in a press release from an external individual. These may include:

- Elected representatives (Borough MPs, county councillors or the Police and Crime Commissioner.)
- Senior officers from other organisations such as the police, fire service, education, health leaders, senior public sector staff or officials.
- Members of civic society (such as the Lord Lieutenant or High Sheriff)
- Representatives of the private sector.
- Corporate comments from the above bodies or similar.

In all of the above cases, these individuals would only be quoted *where doing so assists Runnymede to communicate its message or to demonstrate partnership working.*

## Recording and handling of press enquiries and engaging inaccurate information

Officers will maintain records to ensure that media enquiries and social media content is properly logged, dealt with and answered appropriately and in a timely fashion and that it is factually accurate.

Officers will also engage with the media or on social media to rebut and correct inaccurate information which affects the reputation of the Council. In such cases, the accurate situation will be ascertained and presented to the publisher in an appropriate manner.

Officers may also provide informal briefings or background information to journalists to assist them in reporting Council business accurately.

Officers will also maintain oversight to ensure that information disseminated directly by the Council is lawful and achieves good value for money.



## Approval process

In most cases, publicity will originate within the Communications Team. The following steps of approval would generally be followed to ensure a press release, statement or other significant content (eg a video) is factually accurate.

1. The Head of Service will review any press release or media comment to check language and messaging.
2. A manager or head of service in the relevant Council service area will then check the text to ensure the facts are correct.
3. The Corporate Head of Service and Assistant Chief Executive would then check the text for further reassurance and to ensure the wording does not come into conflict with any other Council business or position taken.
4. In some cases the Corporate Head of Law and Governance would also comment on the text to ensure it does not expose the Council to potential legal issues or conflicts. During the pre-election period, the Corporate Head of Law and Governance will be asked to approve or amend all releases.
5. If the press release or statement is being issued with quotes from a Member, that Councillor would then be asked to approve or re-write the text, once all officers had agreed the wording.
6. Should the Member make significant changes, the officer review process would be repeated until agreement is reached.

In most cases a written press release or comment / statement would then be supplied the journalist by email to secure a paper trail.

## Advance notice of significant communications activity

As the elected representatives of the Council, Members may be asked by residents or others for opinions on the topic of the Council's communications. The following will therefore apply:

1. To provide a physical presence and location, approved press releases and news stories will be published on the Council's website. Videos will be published on Youtube. (The Council's Youtube channel has a very small follower audience and is not currently used as an active channel of communication, but only as a place to host video.)
2. Press releases and news stories will be sent immediately to all Members and managers across the Council to alert them to the story.
3. Half a day will pass before the press release is circulated to the media.
4. A 24 hour period will pass before the press release or sections of it are published on social media or in newsletters.

Most social media content emanates from an approved press release. Where a press release or news story are not published, but a significant announcement is made on other platforms eg social media, this original content will be sent to Members and managers a day before it is published.

Due to the volume of social media content posted by the Council, this will only apply where a press release has not previously been circulated as the intention is to make members aware of a topic.

In all cases, the press release, news story or original social media will be sent for information, as it will have passed through a detailed approval process. It will not be sent for comment.

Newsletters will be sent to all Members and Managers at the same time they are sent to their public mailing lists.

## Communications during the Pre-Election Period

The Pre-Election Period begins when a Notice of Election is published and covers the period in the six weeks immediately before polling day.

When the Council is in a Pre-Election Period due to its elections, extra sensitivity will be applied to the Council's communications content and the rules stipulated in The Local Authority Recommended Code of Practice on Publicity.

**For all information contained within this document contact:**

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The Civic Centre  
Station Road  
Addlestone  
Surrey KT15 2AH

Tel 01932 838383

email: [communications@runnymede.gov.uk](mailto:communications@runnymede.gov.uk)

[www.runnymede.gov.uk](http://www.runnymede.gov.uk)

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