Appendix A

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

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

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General Fund Capital Review CLT sponsor: Amanda Fahey Lead: Paul French	Although this already happens as part of business and budget planning, the requirement is for an updated and accurate 30-year capital programme to support longer-term view and planning	Produce and review a 30-year General Fund Asset programme to include fleet and digital hardware/ ICT refresh.	Committee approval of General Fund capital programme

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Governance Review of Companies CLT sponsor: Mario Leo Lead: Amanda Fahey	Engage an external specialist to review the governance of Runnymede Borough Council company structures	Develop a brief/ specification for the engagement of a consultant. Procure and execute the contract for the work. Mobilise, prepare for and support facilitation of the review. Receive and review the final report and recommendations. Assess costs of implementation of recommendations against risk and develop an action plan for implementation. Review progress against the action plan to demonstrate delivery to close out the actions.	Clear understanding of risk and opportunities relating to the RBC companies. 1. What was the original intent to having a company structure. 2. What is the structure, governance arrangement and reporting mechanism in place now. 3. Is the original intent met by the current model? 4. Applying leading practice to assure company governance – review the current model. 5. Make recommendations to mitigate risk, improve assurance from matters identified in items 1 – 4. 6. Add comment on whether the companies are necessary (a) as an entity (b) to deliver on their intent. 7. Clarity over the delineation

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			between the remit of the 3 companies and of the Council Action plan developed and implemented to address any recommendations.

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Review Commercial Portfolio Resilience CLT sponsor: Amanda Fahey Lead: Alex Williams	To review the commercial portfolio resilience in terms of 3 key areas: 1. Portfolio performance 2. Finance resilience 3. Scenario plans for disposal/retention	A scenario-based review of financial resilience that addresses potential fluctuations in income and capital value of assets over the life of the MTFS. Detailed modelling of the relative merit of disposal, for capital receipt, reduced MRP liability and overhead costs v. servicing debt, MRP and Income benefit. Market valuation for sale of 'going concern' commercial activities. Implement a formal external commercial review of portfolio performance.	Evidence base showing the relative merit of disposal v retention for each commercial asset. Receipt of assurance report on company financial resilience.

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

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

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

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Report to DLUHC in response to Non-Statutory Best Value Notice CLT sponsor: Andrew Pritchard Lead: TBC	Produce an evidence-based submission from Runnymede Borough Council, as a formal response to the Best Value Notice 2024.	Collate all required evidence, reports and updates against action plans and consolidate in a submission for DLUHC. It is anticipated that outputs from the workstreams will form the major part of the submission and therefore these will be supplied to DLUHC as part of the ongoing dialogue across the 12 month period.	Submission of the response to DLUHC by deadline date