

Runnymede Borough Council Customer First Strategy

2024/2027

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Putting Customers First

At Runnymede Borough Council, we're committed to empowering you. Our goal is to provide the information you need right from the start, ensuring a smooth and satisfying experience. We achieve this by focusing on efficient service delivery that remains cost-effective for the Council.

We're constantly striving to improve your experience by leveraging technology that simplifies interactions and streamlines processes. However, this commitment to innovation never comes at the expense of our core values. We remain dedicated to providing exceptional customer care whilst fulfilling all statutory responsibilities.

Delivering modern and efficient services requires a cultural shift within the Council. We're committed to fostering a culture of excellence in customer service at all levels. This includes strong leadership that embraces change and empowers our staff to rethink how we can best serve you.

As customer expectations evolve, so do our services. We understand you want choice and convenience. That's why we're building services around your needs, offering a wider range of accessible and responsive channels that cater to diverse preferences. While costs may vary depending on the complexity of the enquiry, our priority remains the same: providing you with the best possible experience, however you choose to interact with us.

Smarter Services, Better Support for All

We're committed to providing excellent service. To achieve this, we're actively promoting our user-friendly digital services. These services offer several advantages, allowing us to streamline processes and free up resources for our most vulnerable or digitally excluded customers. We understand that digital isn't always the answer, and we're dedicated to providing alternative channels like phone and face-to-face support for those who need it.

Furthermore, we recognise our responsibility to offer reasonable adjustments for those who cannot access digital services. That's why we're constantly improving our digital offerings, ensuring they are clear, comprehensive, and meet your needs. This reduces the need for follow-up contact through other channels, ultimately saving you time and effort. At Runnymede Borough Council, we celebrate diversity and ensure it's reflected in everything we do.

Building on Success

The next chapter of the Customer First Strategy capitalises on the significant achievements delivered during the previous strategy period which saw the Council embark on a series of innovations which enhanced the customer experience. The Council invested in several back-office systems, improving efficiency and introducing some on-line services. Some of the key achievements were:

- Upgrading Revenues, Benefits, Housing, Planning, Land Charges and Document Management systems

- Upgrading of the telephony system including enhancements such as call recording, improved call routing (IVR), voicemail and business continuity
- Introducing a new front end income collection system providing a better customer payment experience with less key strokes, few screens and less downtime
- Combined website and integrated CRM and forms system
- Direct Debit for Garden Waste
- On-line forms and back-office system integration for Refuse, Recycling, Revenues, and Benefits services
- Staff training, FAQ's and standard operating procedures developed
- Introduction of a Customer charter

A New Chapter in Customer Focus

We're thrilled to unveil the next step in our customer journey – the Customer First Strategy. This policy reinforces our commitment to putting you, the customer, at the heart of everything we do.

We're proud of the progress we've made; improved service delivery, wider access channels empowering residents to choose cost-effective options, and a focus on accessibility. Now, we're taking things a step further. Recognising the diversity of our residents and their unique needs, this new strategy aims to deliver a consistently high level of service tailored to common standards.

The Customer Journey: Building on a Strong Foundation

The past five years have been a period of significant progress in customer service. We invested heavily in technology, staff training, telephony improvements, and performance management. Additionally, we've made transactional enhancements for both the website and back-office systems.

Throughout this journey, we've prioritised understanding your perspective by looking at processes holistically. This customer-centric approach, along with continuous analysis of customer feedback (complaints, compliments, service requests), website data, social media insights, and customer service records, has allowed us to successfully deliver on the previous Customer Services Strategy.

Now, we're excited to embark on the next chapter – the Customer First Strategy. Building on this strong foundation, we're committed to exceeding your expectations for the next three years, as outlined in the Corporate Business Plan.

The Customer First vision

At Runnymede, we believe 'Every Contact Counts'. That's why we consider every interaction with you is a chance to learn, improve, and better understand your needs. We will align your needs and the Council's services to continuously improve our service offer, fostering a customer-first culture where you feel valued and listened to.

Corporate values

Our Corporate values are the foundation on which we perform our work and conduct ourselves. We aim to be:

- Customer-focused: We put our customers at the heart of what we do, and they will be able to interact with us in the way they want.
- Performance driven: We strive for excellence in all we do.
- Innovative: We aim to creatively improve our services.
- Passionate: We empower our staff to be passionate about all we do.
- Promoting equality and diversity: We believe in fairness and creating a diverse workforce so we can draw upon a wide range of views and experiences to meet the changing needs of our customers.
- Delivering excellent value for money: We strive to be as efficient and effective as possible.

Corporate goals

Our Corporate goals are our overarching principles as a professional organisation.

We aim to:

- Deliver cost effective services.
- Be financially stable.
- Have very satisfied customers.
- Provide customers with a range of channels to interact with us.
- Have sound leadership and governance.
- Train, develop and motivate our staff.
- Have a clear performance management system.
- Be a more agile organisation responsive to changing circumstances.

Making Customer Needs a Reality

This Customer First strategy goes beyond words. We've created a dynamic action plan outlining key projects and improvements you'll see over the next three years. This isn't a static document; we'll regularly review and update it to ensure we stay agile and responsive to your evolving needs.

Smarter Services, Better Value

We understand that you expect high-quality services delivered efficiently. That's why we're committed to finding innovative ways to provide the best value for your money and ours.

The Customer First Strategy is key to achieving this balance. It allows us to identify and develop cost-effective service options that meet your needs while optimising resource allocation within the Council. This might involve encouraging some

customers to utilise convenient self-service options, like online portals or phone apps, for routine enquiries.

Satisfied Customers

Everything we do starts with you. We prioritise understanding your needs by seeing things from your perspective and evaluating all processes holistically. This includes actively seeking and incorporating your feedback from a variety of sources.

We go beyond technology by building strong relationships across our services. This includes clear reporting mechanisms so you can see progress and improvements firsthand. Service planning is driven by your continuously identified needs. We gather your input through various channels, shaping our plans and translating what matters most to you into clear, measurable goals. We then secure the resources necessary to deliver on those goals.

Your Choice: A Range of Convenient Channels

We understand everyone prefers to interact differently. That's why we offer a variety of channels to suit your needs, from online self-service options and phone support to traditional face-to-face interactions.

While some methods are more cost-effective than others (as shown in the generic table below), our priority is providing the best service possible, however you choose to connect with us.



Self service
£0.05



Live chat
£3.19



Email
£3.81



Telephone call
£4.27



Letter
£8.00



Face to face
£8.62

Costs taken from 2023 UK Contact Centre Decision-Maker's guide.

Our Guiding Principles

This Customer First strategy outlines six key principles that will guide our journey.

01

Making your voice heard: putting customer feedback first

Your feedback is our roadmap to success. We're committed to actively listening to you through multiple channels. We'll use your insights to continuously improve service delivery and craft a customer experience that truly meets your needs.

02

Data driven insight

We'll use advanced data analytics to unlock deeper insights into customer behaviour and preferences. These insights will guide strategic decision-making, ensuring our services are continuously enhanced to meet your needs.

03

Embrace technology

We will use technology strategically to enhance the customer experience, offering self-service options, streamlining processes, and facilitating personalised customer contact.

04

Continuous improvement

We're fostering a culture of continuous learning and innovation at all levels within the council. This means actively seeking and analysing your feedback through various channels. By listening to your voice, we can identify areas for improvement and develop effective solutions that truly address your needs.

05

Seamless customer journeys

We will deliver seamless customer journeys across all touchpoints, from initial contact to post-service follow-up, minimising friction and maximising convenience.

06

Championing accessibility and inclusion

We actively ensure equitable access to services for all. This means providing clear information, multiple communication channels, and support in various formats to cater to diverse abilities and backgrounds.

Our Themes

This Customer First Strategy outlines a framework for our customer journey, structured around four key themes.

Delivering great customer experience

We are committed to exceeding customer expectations by delivering exceptional experiences. This passion is driven by deeply understanding our customers, tailoring our approach to their needs, and empowering every employee to put the customer at the forefront of all that we do.

Knowing you better - a single view of the customer

We are committed to building a comprehensive understanding of you. This means creating a single customer view powered by our advanced customer relationship management system (CRM). This system unifies data from all of your interactions with the Council across different touchpoints. Ultimately, by understanding your needs, we can build stronger relationships and deliver a more effective and efficient service.

Knowing us better - a single view of the Council

Navigating council services can sometimes feel complex. That's why we're committed to a "One Council, One Account, One Customer Journey"

approach. Simplifying access, unifying online experiences, and creating a seamless journey across all council services through single sign-on, with consistent standards, and our centralised customer services team ensures you receive a smooth and intuitive experience.

Accessible council services

We believe technology can streamline services and improve your experience. However, we understand that digital isn't always the answer. That's why we'll continue to offer a range of channels, ensuring you have a real choice in how you interact with us.

Great customer experiences

At Runnymede Borough Council, we're unwavering in our commitment to deliver great experiences that surpass expectations. This dedication is driven by the principles of customer excellence - a philosophy that champions putting you, the customer, at the heart of everything we do.

Customer excellence isn't just about good service; it's about going the extra mile. We do this by understanding your unique needs and tailoring our approach to each individual. Every employee is empowered to make a difference, ensuring your experience consistently meets your requirements.

To guide our journey towards excellence, our ambition is to adopt the Government's UK Customer Service Excellence (CSE) framework. This framework provides a valuable set of standards and criteria, allowing us to benchmark our performance and continuously identify areas for improvement. This ensures we're constantly evolving to deliver the best possible experience for you.

Now – Year 1

- “Right first time” approach to resolve problems with the aim to reduce avoidable contact with the service experts.
- Conduct a thorough assessment of our current processes and practices against the Customer Service Excellence (CSE) framework criteria.
- Establish a ‘Customer First’ steering group to drive progress and oversee the implementation of the CSE framework, lead training efforts, and monitor progress.
- Develop staff training programs to embed customer-centric principles within the Customer Services team and more broadly across the Council.
- We are undertaking a review and refresh of our Customer Charter to ensure it aligns seamlessly with the Council's current culture and vision, reaffirming our commitment to exceptional service.
- Evaluate the effectiveness of current customer service procedures and streamline them for optimal customer satisfaction.

- Introduce Unconscious Bias training to help staff recognise bias, avoid discrimination, and support a culture of diversity in the workplace and community.
- Establish a skills matrix and conduct a baseline assessment to map current skill proficiency and set benchmarks for ongoing development.
- Welcoming our new Customer Service Apprentice – growing our own talent.
- Review customer call flows with the aim of reducing bottlenecks to provide an improvement in customer experience.
- Review of framework and approach to customer journey mapping and service design to continually approve service delivery and processes.
- Unlocking AI Potential through Knowledge Base and Office 365 Connection, potentially improving efficiency and service delivery.
- Create and publish “How to” guides and video tutorials for online services, including OneAccount.
- Promote sustainability and Go Green with E-billing to reduce paper waste and save money.
- Investing in the parking experience with upgraded pay and display machines, QR code scanning, as well as flexible payment options like pay-in-advance and pay on exit.

Next – Year 2

- Unlock potential and optimise performance by implementing targeted adjustments to processes and systems based on the gap analysis of the CSE framework.
- Continuously gather and analyse valuable customer feedback to track our progress delivery customer improvements.
- Initiate increased number of internal audits to ensure alignment with CSE standards.
- Foster a culture of continuous improvement by enriching and utilising our knowledge base to optimise current processes and practices for services.
- Introduce a mystery shopping scheme to assess compliance with our customer service standards and gain valuable customer insights to inform continuous improvement.
- Enhance customer service skills through ongoing training and development programmes.
- Consider developing a multi-disciplinary Customer Services team by merging our Customer Services Community and Statutory teams, creating resilience and reducing call handling times and transfers between internal teams.
- Strengthening customer service skills by reintroducing refresher sessions for navigating challenging customer interactions.
- Explore combined Council Tax and Rent bills and alignment of letters to simplify processes, reduce costs, improve customer experience, and promote a greener environment.

Later – Year 3

- Achieving Customer Service Excellence through the continuous review of policies and procedures.

- Develop a forward-looking plan to streamline and optimise customer interactions across all council services.
- Conduct a further Skills Matrix Review to monitor progress, identify skill gaps, and allocate resources efficiently.
- Continue to focus on improving key performance indicators and implementing a program to refine and enhance standards.

Knowing you better - a single view of the customer

At Runnymede Borough Council, we're committed to understanding you, our valued customer, on a deeper level. This vision fuels our strategy of building a comprehensive Single Customer View.

The foundation of this approach is our Customer Relationship Management (CRM) system. By leveraging its full potential, we can centralise and consolidate data from diverse sources, such as calls, payments, contact forms, and online interactions. This consolidation will eliminate information silos and provide a unified platform for understanding customer behaviour and preferences.

Our relentless pursuit of a single view of the customer is an ongoing commitment. We're constantly exploring additional data sources and refining integration processes to ensure that every thread of your customer tapestry is woven into a complete picture tailored to your unique needs, fostering stronger relationships built on trust.

Now – Year 1

- Roll out “Book It” functionality across the Council for our community halls, day centres and pitch bookings enabling customers to self service online and for our advisors to process bookings on customers behalf.
- We will review our corporate complaints process to ensure consistency and efficiency and will manage them all through our CRM system for better management and tracking of complaints.
- We will be reviewing how we receive and respond to anti-social behaviour reports, aiming to integrate the service within our customer relationship management system for improved case management and a unified view of ASB issues.
- Implementing a new Corporate Debt strategy, by utilising new software we can gain insights into a customer's financial situation and ability to manage debt. This allows us to tailor our debt management support to everyone's needs. We are committed to taking a collaborative and supportive approach to help customers overcome financial challenges.
- Providing comprehensive debt management solutions by offering budgeting assistance and a unified view of all debts to help customers stay on track of their finances.
- Helping our customers access all available benefits and ensuring financial inclusion by verifying eligibility and connecting them with valuable resources.
- Review the Local Council Tax Support scheme to support customers with the cost-of-living crisis
- Review Council Tax single person discounts to minimise fraud and ensure all customers who are entitled to it are able to claim it.

- Launching Live Customer Engagement Performance Dashboards to monitor all streams of customer contact coming through in real time including, telephone calls and 'Front of House' contact, payments, voicemails and other popular services.
- Relaunching a comprehensive softphone training program for all departments to improve service area call handling and removing any bottlenecks for transferring escalated calls to back-office service areas.
- Enhancing call experience by re-establishing hunt groups for efficient call transfers and quicker assistance.

Next – Year 2

- Centralising the capture of all compliments and positive feedback in the CRM to get a single view of feedback.
- In collaboration with our Information Governance Team, we'll be exploring the feasibility of capturing and managing Freedom of Information and Subject Access Requests within our CRM system to streamline the process, leverage automation and enhance record-keeping.
- We will work with our Communications and Marketing team to plan and deliver a marketing plan on the Council online OneAccount to promote people to sign up and maximise the features of the account.
- We will work with our Communications and Marketing team to plan and deliver a marketing plan on single person discount fraud.
- We will look to streamline call handling by investing in telephony enhancements for improved efficiency.

Later – Year 3

- Implement a golden customer record system to gain a holistic view of the customer journey and personalise customer interactions.
- Use predictive analysis to utilise data analytics to forecast upcoming changes in customer contact patterns and volume and predict upcoming seasonal peaks in customer contact across all Council contact channels.
- Exercising 'One council, One number/email' so that all contact details or changes for the customer are made across one channel.

Knowing us better – a single view of the Council

We understand our structure can seem complex, with many services offered. That's why we're committed to making your interactions with Runnymede Borough Council seamless and efficient. Building on the success of our OneAccount initiative, we're solidifying the concept of "One Council, One Account, One Journey."

This means:

- **Effortless Access:** No more juggling logins! Single sign-on lets you access all council services with OneAccount, saving you time and frustration.
- **Unified Online Experience:** A consistent look and feel across all our online services ensures a smooth and intuitive experience, regardless of the service you need.

- **Seamless Journey, Every Time:** Expect a streamlined experience across all services, with clear communication and consistent standards, no matter which department you interact with.
- **One Council, One Number:** Our centralised customer service centre is your one-stop shop for support. Knowledgeable and compassionate staff are ready to assist you, whether you reach out online or by phone.

Now – Year 1

- Optimising resource allocation by taking benefits calls in Customer Services, allowing experienced Benefit staff to focus on complex cases.
- Enhance OneAccount support by routing all enquiries to our Customer Relationship Management system, ensuring comprehensive tracking and improved customer service.
- Streamline communication by directing all email enquiries to our CRM system, ensuring seamless tracking and improved customer service.
- Unifying customer communication by integrating all general enquiries into the Contact Us project, eventually phasing out generic outlook mailboxes.
- Ensure all complaints are received and addressed efficiently by centralising all complaints to come through to our customer relationship management system, managed by our Customer Services team.
- Explore the feasibility of integrating event management functionalities into our CRM system with customer services acting as first point of contact for service requests.
- We will take a strategic approach to customer contact. Aligning content and online services to customer “life events” to join together council services making it easier for customers to navigate the council and tell us once. Services include reporting a death, moving into, out of and within the borough including new and returning students.
- Explore how Customer Services can support the Council’s cemeteries team in the administration and payment of service delivery.
- Initiating a comprehensive review of external portals and technology to ensure they are aligned to our OneAccount model.
- Review and transition all remaining direct dials to our central customer service number for improved call routing and service delivery.
- Streamlining communication by phasing out individual email addresses and phone numbers from our website to create a central point of contact, our Contact Us form. This allows us to direct all enquiries to customer services, ensuring prompt and consistent support.
- We will leverage our CRM system and online services to create a system for residents to join, update their preferences and be removed from the Council’s Citizen Panel.
- Enhance service access by expanding our online booking system to include appointments for services offered by other council departments.
- We will review our front-of-house reception service using contact data to identify opportunities for streamlining processes and enhancing the customer experience.

- Review Customer Service champions to improve alignment and collaboration between Customer Services and other service areas across the Council.
- Review how the Council administers information from the 'Tell Us Once' SCC initiative.

Next – Year 2

- Review how Customer Services can support the administration, collection, and recovery of sundry debts, licenses, cemeteries, allotments, and planning.
- Following a review of online portals, we'll assess the feasibility of integrating standalone services into our OneAccount platform for a seamless customer experience.
- Introduce a marketing campaign for parking permits and review viability of open space car parks.
- Make improvements to the current parking portal, for example, introducing single sign on to OneAccount and offering pre-payment options for car parking permits.
- Review the current payment provider for parking payments to change to GOV.UK Pay for consistency and reduced costs.

Later – Year 3

- Review contracts for external online service portals to identify opportunities to bring these services into our existing technology stack and reduce costs.
- Ensure all customer contact channels are clearly communicated to customers with governance and service delivery within customer services as the heart of the Council.
- Reduce the number of micro websites across the Council to ensure we have a single view of the Council which hangs off our main website www.runnymede.gov.uk

Accessible council services

At Runnymede Borough Council, we're embracing digital transformation to improve your experience. However, we firmly believe this journey must be inclusive, ensuring accessible services for all.

Our multifaceted approach guarantees that everyone, regardless of digital literacy or access to technology, can easily navigate and utilize council services. Here's how:

- **Multiple Channels:** We offer a variety of channels to suit your needs, including phone, webchat, email, and in-person support.
- **Clear Communication:** Our information is presented in plain language and multiple formats, accessible to those with disabilities.
- **Digital Accessibility:** Our website and online services are built with accessibility in mind, following best practices to ensure everyone can access information and complete tasks.

We're committed to continuous improvement and will proactively seek feedback from residents to identify and address any accessibility barriers.

Now – Year 1

- We will utilise AI technology to facilitate automatic email responses, optimising response times and resource allocation.
- Securely handle payments for Cemeteries and Allotments, all payments taken are Payment Card Industry Data Security Standard (PCIDSS) compliant, allowing service specialists to focus on their expertise.
- Ongoing efforts to improve access to council services with the aim of closing the gap between what's offered and customer's needs.
- Ensure www.runnymede.gov.uk is compliant with Web Content Accessibility Guidelines (WCAG) 2.2 accessibility standards by reviewing the website against the new standards, updating our web templates and on-line content to ensure it is compliant and accessible to everyone.
- We will expand our customer support options by introducing a new 24/7 Live Chatbot feature on our website, allowing customers to connect with our customer service representatives by raising email or call back cases for advisor escalation.
- We will undertake a Council wide review of customer access channels to identify improvements and promote a seamless shift to online services.
- Continue to respond and expand our social media presence by responding to comments and providing feedback on various social media platforms as per the Council's [Social Media Work Plan](#)
- Equip staff with new knowledge and training opportunities, specifically offering comprehensive training programmes to enhance mental health awareness, grief support, and safeguarding training of vulnerable individuals.
- We will undertake an Interactive Voice Response (IVR) optimisation review to streamline call routing and ensure options align with call data and customer needs.

Next – Year 2

- Developing a customer satisfaction survey to increase customer retention and identify areas for improvement.
- Continue to use existing channels of communication to highlight community organised social activities as well as promoting Council led projects such as Xplorer, Sportability, Surrey Youth Games and others.
- Explore how our CRM system can be used to create a vulnerable register system to give the council capability to update the contact register and link to other council services.

Later – Year 3

- Regularly gather feedback from customers on their online experience and the accessibility of council services.
- Develop and maintain strong partnerships with local organisations, charities, and digital inclusion initiatives to share resources and expertise.

- Be an advocate for digital inclusion initiatives at a regional and national level to promote best practices and secure broader support for bridging the digital divide within the Borough.

Bringing the strategy to life

To ensure the successful delivery of our Customer First Strategy, we're establishing a dedicated Customer First Steering Group. This internal group will include key leaders across departments and will be responsible for overseeing the program's implementation, tracking progress towards our goals, and making adjustments as needed. We'll also closely align the strategy with our corporate governance and reporting mechanisms to ensure transparency and accountability.

We're committed to ongoing engagement with residents and community groups throughout the implementation of the Customer First Strategy. We'll be inviting representatives from relevant third-party groups and the public to provide a platform to share your challenges and suggestions, ensuring the strategy addresses your needs. By understanding your priorities, we can tailor the strategy to deliver tangible improvements that matter most to you.

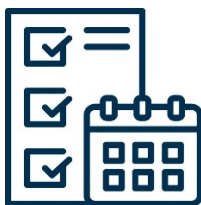
Transparency is key. We'll provide clear, quarterly updates to the Service and Digital Transformation Member Working Group. These updates will keep councillors informed on the strategy's progress and its impact on your experience.

In addition to programme delivery, we will align the delivery of the strategy with corporate governance and reporting mechanisms:



Annual Review Report

Each year, a comprehensive year-end report will be prepared outlining the progress and successes achieved across the programme during the reporting period. This report will also identify any areas requiring revisions and adjustments to the strategy for future years.



Project Management

The programme will adhere to the Council's best practice guidelines for programme and project management, ensuring accountability, transparency, and efficient delivery.



Risk management

Our Customer First Strategy incorporates a robust risk management framework. Each project and improvement within the strategy will undergo a thorough risk assessment, with identified risks being scored and integrated into our service and corporate risk register as deemed relevant.



Stakeholder engagement

Quarterly project progress reports will be presented to the Corporate Management Committee. Councillors will also receive updates on the strategy's progress at the Service and Digital Transformation Member Working Group meetings. The Council will also work with third party groups including the voluntary sector, charities, partners and residents to ensure the Council understands our customer expectations and respond accordingly.



Budget management

Our Customer First Strategy is aligned with both the council's medium-term financial strategy and capital programme. Business cases and accompanying committee reports will ensure transparency in securing funding, while a "invest to save" approach will leverage targeted investments for long term financial sustainability.

Building a Brighter Future Together

Runnymede Borough Council's Customer First Strategy is more than just a plan; it's the cornerstone of everything we do. It guides how we deliver high-quality services and ensures we're meeting the needs of our residents.

This ambitious strategy, with its clear action plan, is the foundation for continuous improvement. We're committed to ongoing engagement with you, our valued community. Your voice matters. By actively engaging with you through our Citizen Panel and other channels, we'll gather your insights and use them to continuously improve, ensuring it prioritises the issues that mean the most to you.

Exceptional customer service isn't just a department; it's a philosophy woven into the fabric of our Council. By embedding this strategy in our culture, we create a ripple effect of empathy, efficiency, and dedication that touches every aspect of our work.

We understand the importance of a skilled and empowered workforce. We're committed to investing in our staff and keeping pace with the latest technology to ensure we're well-positioned to deliver the right services to residents until 2027 and beyond. Together, through this Customer First approach, we can build a brighter future for Runnymede.

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