

Runnymede Borough Council Digital Transformation Strategy

2024/2027

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Background

We start from a position of strength

The next chapter of our Digital Transformation Strategy builds upon the significant successes achieved during the previous strategy period, which saw the Council embark on an innovative journey in how it delivers services to its residents and employees.

The previous strategy saw the Council refocus its digital service operating model, transitioning from a shared service with a neighbouring authority to a self-contained service dedicated solely to Runnymede's needs. This shift allowed for a cultural transformation within the service, moving from a focus on maintaining existing systems ("keeping the lights on") to a culture of innovation and transformation. Importantly, the customer, whether resident or employee, became the central focus of service delivery.

Significant investments were made in Council infrastructure, including the phasing out of Citrix and traditional desktop computers in favour of laptops for every officer, utilising Virtual Private Network (VPN) for remote access. Telephony was also upgraded, with a majority of internal and business-to-business calls now conducted through Microsoft Teams, and a shift to softphones for external calls. This move from physical desk phones further supported the Council's agile working model.

The council has seen widespread improvements in services thanks to the adoption of new systems. Notable enhancements include the rollout of an integrated Digital Platform that encompasses our website, online services, and Customer Relationship Management (CRM) system. Additionally, we've introduced a new democratic services system called modern.gov, and a new payment system that leverages GOV.UK Pay. The Council adopted a "cloud-first" approach for applications that were financially viable, and for the first time, launched a fully integrated online account, "OneAccount," which centralises all online services, including Council Tax, Business Rates, Housing Benefits, and Housing.

Additionally, the Council upgraded majority of its meeting rooms with new video conferencing equipment, further enhancing the seamless functionality of agile working practices.

These highlighted achievements represent just a slice of the successes achieved during the previous strategy period. The Council takes immense pride in the collaborative journey undertaken across all service areas, which has brought it to a position of strength today.

Building upon this solid foundation, the next iteration of the Council's Digital Transformation Strategy will further refine and enhance its digital services, ensuring Runnymede remains at the forefront of local authority digital innovation.

Navigating a changing landscape

We must acknowledge the complexities of the current landscape. Like all local authorities, Runnymede Borough Council faces increasing pressure on service

delivery, driven by rising costs, demographic shifts, and changing customer expectations. The recent issuance of a non-statutory Best Value Notice by the Government further underscores the need for continuous improvement and efficiency gains. Additionally, customers are increasingly demanding accessible, user-friendly, and digitally enabled services.

This strategy recognises these challenges and embraces the opportunities they present. However, it is crucial to do so while prioritizing robust digital security. As we move towards a more digital landscape, safeguarding sensitive resident data and council infrastructure from cyber threats must be paramount.

This strategy recognises these challenges and embraces the opportunities they present.

Corporate alignment

Our Digital Transformation Strategy is firmly anchored in the overarching goals set out in our Corporate Business Plan and our Organisational Development Strategy. This alignment ensures that our digital improvements work in harmony with the Council's vision and strategic threads, ensuring a cohesive and impactful approach to local service delivery.

By prioritising themes like Climate Change, Empowering Communities, Health and Wellbeing, and Economic Development, the Digital Transformation Strategy directly supports the Council's commitment to fostering a sustainable, thriving, and healthy Runnymede.

The Organisational Development Strategy's emphasis on building a competent and future-proof workforce translates into the Digital Transformation Strategy's focus on investing in staff training, upskilling, and fostering a culture of innovation and continuous improvement. This includes equipping staff with the knowledge and skills to navigate the evolving digital landscape securely. Training in cyber security best practices and data protection protocols will be crucial as we implement new technologies.

Through this alignment, Runnymede's Digital Transformation Strategy becomes a vital tool in achieving the Council's stated vision and strategic goals, facilitating a more secure, efficient and effective service delivery model for the benefit of residents and businesses alike.

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.

Our vision

We will embrace and maximise the use of technology to transform our services, empowering our staff to serve residents with efficiency and excellence. We will protect your information using advanced security features, ensuring your privacy is maintained and all data remains secure.

Our Guiding Principles

This Digital Transformation Strategy outlines six key principles that will guide our journey.

01

Strong Foundations:

We're developing a robust technological foundation to ensure everything operates seamlessly! This solid base guarantees that all our incredible services are both reliable and secure, much like a well-built house provides safety and comfort.

02

Putting You First:

We're tailoring our services to meet your needs! This involves making them user-friendly, accessible to all, and continually adapting them to your evolving requirements. Whether you're a resident, business owner, or visitor, our goal is to ensure a seamless and enjoyable experience for you.

03

Maximising existing technology

We will maximise the potential of our current IT resources before seeking new solutions, ensuring responsible use of public funds.

04

Data-driven decision making

We will leverage data insights to inform strategic decisions, improve service delivery, and enhance customer experience.

05

Building a digital workforce

We will invest in training and upskilling our staff, fostering their ability to embrace new technologies and work effectively in a digital environment.

06

Collaborating and sharing

We will continue to work with other Councils, our partners and technology providers to share best practices and accelerate our digital transformation journey.

This isn't just about fancy gadgets! It's all about people: empowering our amazing staff, connecting with you, our residents, and building a Council that works safer, smarter, faster, and listens better. Think of it as a team effort, where technology is the tool that helps us all work together more effectively.

Our themes

This Digital Transformation Strategy outlines a framework for our digital transformation journey, structured around four key themes.

Building a secure and resilient foundation

At the heart of everything we do is a super-secure digital foundation. This strong base keeps all your information safe and sound, just like a giant vault! We're constantly on guard with the latest security tools and training for our staff. This ensures everything runs smoothly and your personal details are always protected. Regular vulnerability assessments, penetration testing, and staff training programmes will be implemented to proactively mitigate threats and ensure continuous service availability.

Delivering great customer and digital experiences

This theme is all about putting you in the driver's seat. We're revamping our services to be user-friendly and accessible anytime, anywhere. Think of it like

having a personal service assistant available 24/7! We'll listen closely to your feedback through surveys and online forums to make sure everything runs smoothly and meets your needs. Simple online portals and easy-to-use interfaces will be key, so you can access what you need with a few clicks!

Maximising existing technology

We're all about being smart with resources! Before buying new things, we'll take a good inventory of the tools we already have. Think of it like cleaning out your toolbox and organizing all the useful tools you might have forgotten about. We'll make sure everyone knows what tools are available and how to use them effectively. This way, we can be innovative and get the most value out of our existing technology!

Embracing smarter systems

This theme is all about using cutting-edge tech tools to make things faster, smoother, and smarter for everyone. Imagine having AI assistants handle repetitive tasks, freeing up our amazing staff to focus on what matters most – helping you! We'll also use powerful data analysis to make data-driven decisions and keep improving services. By learning new skills, our team will become tech experts, wielding these tools to make your experience even better!

All Aboard the Digital Train! These themes we've talked about aren't separate tracks, they're all connected and working together to make this digital transformation a success. Think of them as train carriages, each playing a role in getting us to our destination. They line up perfectly with the projects in our Digital Transformation Programme, creating a clear roadmap for putting this plan into action. This way, everything works smoothly together, ensuring a focused and strategic journey towards our digital goals!

Building a secure and resilient foundation

At the heart of everything we do lies an unshakeable commitment to security. Imagine a digital fortress, a Fort Knox for your information, protecting everything you entrust to us. This secure foundation is vital, from streamlining internal processes to delivering essential services.

The digital world constantly throws new and sophisticated threats our way, both locally and nationally. That's why we take a proactive approach, always planning and adapting to stay ahead of these risks. This theme in our digital strategy outlines our unwavering commitment to continuously elevate the defences of our digital environment. By implementing a comprehensive security plan, we achieve two crucial goals: ensuring efficient service delivery and safeguarding the sensitive data you share with us. Through this commitment, we build trust and peace of mind for our entire community.

Now – Year 1

- Our legacy on-premises hardware will be reviewed and replaced with modern solutions, prioritising the sweating of existing assets wherever possible. Upgrades will offer greater performance, scalability, and security.
- The Council's backup infrastructure will be migrated to a secure, government-backed data centre. This will significantly improve resilience and reduce downtime in the event of a disaster.
- Our on-premises servers currently supporting up to 100 virtual services will be reviewed and upgraded. This will involve moving away from outdated and unsupported hardware, ensuring access to critical security updates and patches.
- We will upgrade our Storage Area Network (SAN) hardware and software to the latest version. This will enhance data access speed, ensure access to security updates and patches, and improve overall system stability.
- We will transition to a cloud-based Security Information Event Management (SIEM) solution. This will further strengthen our ability to identify potential security threats, detect anomalies, and facilitate efficient incident response by centralising and analysing security-related information in real-time.
- To improve communication at our remote sites and prepare for the upcoming BT switch-off, we will be upgrading them to Voice over Internet Protocol (VoIP).
- To streamline our technology infrastructure and achieve cost savings through economies of scale, we will be evaluating the upgrade costs and potential benefits of transitioning our Microsoft end-user licenses from E3 to E5.
- We will work with Safer Runnymede to review their IT infrastructure, develop a service improvement plan, and facilitate a seamless transition of IT responsibility to Digital Services.
- We are launching a telephony review to determine our future strategy and needs, ensuring optimised customer contact and improved business communication.
- We are initiating a comprehensive review and upgrade plan for our Wide Area Network (WAN) to ensure business continuity following the Surrey BT Unicorn contract expiration.
- We will conduct a comprehensive cyber security posture assessment to identify vulnerabilities within the Council's infrastructure.
- Increase staff awareness of cyber threats through engaging cyber security training programs.
- Establish a dedicated cyber security incident response team (CSIRT) with clear procedures and links into the Council's Incident Management Team.
- Conduct regular tabletop exercises to simulate cyber-attacks and test response capabilities.
- Continue to collaborate with the National Cyber Security Centre (NCSC) for guidance and threat intelligence.
- Share best practices and lessons learned with other Councils in the County and Region.

Next – Year 2

- Explore how biometrics can improve user experience and security in system authentication.
- All systems will be mandated to use multi-factor authentication (MFA) or single sign-on (SSO) as the default authentication method. This policy will extend to new IT procurements, and we will work with existing providers to implement these standards.
- Following the telephony review, we will implement its recommendation across the Council.
- Council sites will transition from network access via switches to a Wi-Fi based model, streamlining our physical infrastructure, and reducing costs and maintenance.
- To improve efficiency and functionality, we will be replacing our existing Multi-Functional Devices (MFD) at our Civic Centre and across remote sites.
- We will review our software for raising and responding to IT service desk tickets, where possible we will leverage existing technology to offer this service.
- We will upgrade our windows operating system to the latest version, Windows 11 to get access to its new features and ensuring continuation of support.
- We will foster a culture of security awareness among Council staff through ongoing training and awareness campaigns, promoting responsible IT practices and vigilance against cyber threats.
- Continue with our annual penetration testing cycles to identify and address potential security flaws.
- Refine and update the cyber security action plan based on evolving threats and lessons learned from regional and national incidents.
- Develop a robust data loss prevention (DLP) strategy to prevent unauthorised access and leaks.
- Integrate cyber security risk management into all Council decision-making processes.
- Foster a culture of data security awareness among all council employees.
- Explore emerging cyber security technologies like artificial intelligence (AI) for threat detection.
- Integrate security measures into the design and development of new digital services.
- Promote a culture of innovation within the cyber security team to proactively address future threats.

Later – Year 3

- Continuously improve the Council's security posture, establishing ourselves as a leader in cybersecurity best practices and sharing knowledge with other Councils.
- Achieve a zero-trust security model where all transaction attempts are verified regardless of origin.

- Implement automation and machine learning technologies to automate repetitive tasks, improve efficiency, and enhance our decision-making based on data-driven insights.
- We will implement the next iteration of our hardware refresh programme, replacing end of life laptop devices across the Council.
- Achieve industry-recognised cyber security certifications to continue to demonstrate our commitment and effectiveness.
- Review and reset the Council's cyber security action plan
- Secure long-term funding and resources to maintain a robust cyber security posture.

Delivering great customer and digital experiences

As the local government landscape changes, so do your expectations. You deserve user-friendly, convenient, and secure digital experiences that connect you to the services you need, seamlessly and safely. This theme is all about putting you in the driver's seat and empowering you with technology.

Digital experience isn't just about fancy features; it's about making things easy, accessible, and secure for everyone. We're committed to understanding your needs, ensuring a positive experience with strong security measures, and fostering a culture that leverages technology to its fullest potential. This means equipping our staff with the right skills and information to deliver a smooth and secure digital experience for you.

Now – Year 1

- Conduct an evidence-based review of top 50 online services, focusing on continuous improvement and development.
- Implement alternative digital and offline channels, ensuring seamless access for all Customer.
- Lead a review of customer access channels across the Council to identify areas of improvement for channel shift.
- Review and improve our public-facing and internal Runnymede Maps service to create a more user-friendly and informative experience for both residents and staff. The project will also focus on ensuring that the data behind our Runnymede online map services is accurate, up-to-date, and future-proofed.
- Explore technology already available to create a solution for recruiting to and managing the membership of the Council's Citizen's Panel.
- Develop an annual rolling review program for online content, using data insights to drive improvements.
- Implement Microsoft Copilot with integration with Jadu Connect CRM to create a chatbot that can answer common customer questions, provide support and offer an alternative customer contact channel.
- Strengthen our digital front door by ensuring one council, one number and replacing email addresses with customer contact forms. One Council, One point of contact, different channels but consistency

- Improve data accuracy and timeliness by updating and maintaining the public realm asset data layers within Runnymede maps.
- 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 content to ensure it is compliant and accessible to everyone.
- Roll out “Book It” functionality across the Council for our community halls, day centres and sport facility bookings.
- Engage with service areas to identify other opportunities for using “Book It” services for appointments and service offerings.
- Improve user experience of www.runnymede.gov.uk by analysing heat maps and session recordings to identify areas of improvement and investing in web template improvements that make accessing online services more accessible and easier for customers.
- Rebuild and profile member devices to use for community devices for system testing and feedback in online services.

Next – Year 2

- Improve the search engine optimisation (SEO) www.runnymede.gov.uk to increase the visibility of the website in search engine results pages and to improve our Google search.
- Identify back office online portals that do not currently integrate with OneAccount, explore where single sign on exists and opportunities for moving services into OneAccount.
- Work collaboratively with our Communications and Marketing team to explore how social media may be used as an extended customer contact channel.
- Explore how our CRM system can be used to create a vulnerable register system to the council capability to update contact register and link to other council services.
- Take a unified approach to customer feedback to foster a culture of continuous improvement across the Council.
- Commence the implementation of telephony improvements in our contact centre to improve customer experience.
- Build a group of Customer Digital champions to engage with service design and testing.

Later – Year 3

- Identify opportunities to increase online personalisation through OneAccount and homepage widgets for find my nearest.
- Review data and insight to identify opportunities for investment in smart technology to take preventative approaches to service delivery to reduce failure demand to Council services.
- Develop options to inform business case to incentivise online services through voting for local improvements / access to grants.
- Explore how augmented reality can be used to create our own virtual tours of Council spaces to hire or visit.

Maximising existing technology

We've made great strides in acquiring new tech tools and building capabilities. Now, it's time to unlock their full potential! This next chapter focuses on getting the most out of what we already have, while keeping everything secure.

By prioritising the use of our existing tools before jumping to new ones, we can achieve even greater efficiency, enhance services, and be smart with resources. This ensures responsible decision-making and cost-effectiveness.

This approach empowers us to leverage the full potential of our secure digital environment, propelling the Council towards a future of sustainable and impactful digital transformation. It allows us to solidify our strengths, cultivate a more cost-effective and secure digital infrastructure, and foster innovation within the Council. Whilst we'll always keep an eye on strategic advancements, maximizing the value of our existing secure technology will be the cornerstone of our digital future.

Now – Year 1

- Analyse software licenses, hardware infrastructure, staff skills, and current utilisation rates to identify usage gaps and potential improvements for core services.
- Collaborate with procurement and finance to review all IT contracts and spend to re-confirm our baseline position and identify opportunities for savings and efficiencies.
- Develop a centralised repository, a single source of truth for all software contracts, user guides, troubleshooting tips, FAQs, and knowledge base articles.
- Develop a comprehensive IT investment plan that aligns with strategic goals and informs budget allocation decisions. This plan will encompass application, hardware, and infrastructure needs over 15 - 20-year timeframe.
- Capture expertise from system administrators through workshops and training sessions and share it through the centralised knowledge to create resilience.
- Ensure future IT investments align with strategic goals by sharing insights and recommendations with the Digital Transformation Steering Group.

Next - Year 2

Building on the comprehensive review of IT contracts and spend conducted in year one, year two will focus on proactively consolidating and reducing our IT contracts and spend across the Council. This strategic shift will leverage the findings of the review to optimise our existing technology landscape and unlock significant efficiency gains.

- Implement consolidation projects in phases, starting with low-risk, high-impact initiatives to build momentum and demonstrate success.
- Continue to work closely with procurement teams to leverage existing expertise in contract negotiations and contract management during the consolidation process.

- Implement effective change management strategies to address staff concerns, provide training, and support adoption of new workflows and technologies.
- Foster a culture of continuous learning and feedback to refine consolidation strategies and ensure long-term sustainability.

Later – Year 3

Year three of our digital strategy marks a pivotal shift towards maximising the value of existing technology. With the foundation laid in previous years, we will now prioritise utilising internal resources and exploring collaborative opportunities before seeking external solutions. This "can we do this in-house?" mentality will guide our approach to IT applications, hardware, and long-term investments.

- Cultivate a culture where "maximising existing potential" becomes the default approach for all IT-related needs. Empowering staff to explore internal solutions and collaborate across departments before seeking external options.
- Explore opportunities to partner with neighbouring authorities for joint procurement of major back-office IT systems. This will leverage collective buying power and secure better value during tendering processes.
- Leverage data insights from our technology utilisation review to identify areas for further optimisation and resource allocation. This will ensure our IT investments are aligned with evolving needs and maximise return on investment.

Embracing smarter systems

Our Digital Transformation Programme has been busy updating and replacing outdated IT systems across the Council. These smarter systems will continue to be a key focus as we move forward with our Corporate Business Plan, Organisational Development Strategy, and this Digital Strategy.

Now – Year 1

- Re-establish our digital champion programme, introducing monthly forum meetings enabling us to put a "spotlight" on current, new and emerging technology.
- Run a programme of digital drop-in sessions which will cover a mix of training and knowledge sharing on technology and approaches we have and use across the Council.
- Implement a new Gazetteer and Street Naming and Numbering system, maximising automation and integrations with back-office systems to improve efficiency and address data quality across the Council.
- We will review the ethical, privacy and equality implications of AI, exploring how artificial intelligence can be used across the Council to get create capacity for officers to do more value-added services.
- Develop an artificial intelligence policy for the user of AI tools such as GPT, Google Gemini and Microsoft Pilot within customer journeys across the Council.

- Roll out training, corporate standards and develop cases for using Microsoft Forms across the Council for internal business processes and user engagement.
- Bring together the required expertise and knowledge across the Council to systematically review our owned land and digitise this for our internal and external Runnymede Map layers.
- Deliver a training programme on corporate standards and develop cases for using Microsoft Sway as an alternative to presentations, training and learning management content across the Council.
- Roll out a training programme on corporate standards and develop cases for using Microsoft PowerAutomate to automate internal business processes.
- We will review all physical documents across Council sites to build a backlog of scanning required.
- Design and build a new corporate fleet management system leveraging O365 technologies to establish a single, digital repository for all driver records, daily vehicle checks, MOT/tax checks, near-miss reports, and accident reports, eliminating paper dependency and ensuring data accessibility.
- Develop interactive Power BI dashboards for Officers to track and analyse data on Council customer contacts in real time.
- Procure and implement a new Financial Management System, providing improvements in automation and integration, creating efficiencies across the Council with regard to financial management processes
- We will leverage technology to transform the way in which we capture and respond to incoming post by using our Customer Relationship Management (CRM) system to automate and track incoming post across the Council.

Next – Year 2

- Build a pipeline of IT procurements and projects where systems and contracts are up for renewal, identifying those that do require a third party offering.
- Review our approach and systems for tree management software to explore how we can design and build systems in-house to improve the efficiency and quality of tree management data across the Council.

Later – Year 3

- We will review emerging technology, evaluate these, and provide opportunities for service areas to get exposure to technology in improving service delivery across the Council.
- We will explore how smart technology, an internet of things (IoT) network for waste management, traffic control, and environmental monitoring can be used to improve service delivery across the Council.
- Create opportunities to work with universities and research institutions to develop and pilot new technologies relevant to the Council's needs.
- Explore the viability of investing in a Drone and whether this can provide efficiencies and savings.

Turning the Vision into Action, Securely

This Digital Transformation Strategy is a big leap forward, impacting everything from services to operations. Because it touches every corner of the Council, we're building a fortress around it, a secure foundation to ensure everything works smoothly and safely.

Recognising its multifaceted nature and far-reaching influence, we are committed to establishing a robust and effective governance framework. This framework will ensure alignment with the Council's strategic objectives and vision for service delivery.

This Digital Transformation Strategy will be delivered through a dedicated Digital Transformation Programme, ensuring focused execution and measurable progress. Each theme will have its own workstream, led by dedicated teams and governed by a clear programme delivery plan.

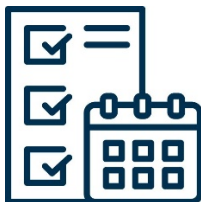
To ensure effective governance, a new Digital Transformation Review Group has been established. This takes the form of an internal officer steering and delivery group, comprising key stakeholders across departments, who will oversee programme delivery, track progress against goals, and make necessary adjustments as needed.

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



Annual Review Report

Each year, a comprehensive yearend 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.



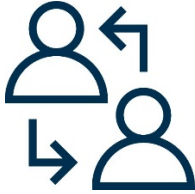
Project Management

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



Risk Management

Our Digital Strategy will adhere to the Council's Risk Management methodology. 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 registers. This will be aligned to the Government's National Security Risk Assessment and The National Security Strategy.



Stakeholder Engagement

Progress updates will be presented to the Corporate Management Committee as part of the Council's Project Management methodology. Councillors will also receive updates on the strategy's progress at the Service and Digital Transformation Member Working Group meetings.



Budget Management

Our Digital 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.

Ultimately, this secure and well-defined governance structure will guide the Council towards a more efficient, effective, and customer-focused future, all built on a foundation of digital security.

Runnymede's Digital Future, Secure and Strong.

This strategy is the launchpad for Runnymede's exciting digital journey. It's the foundation for not just our business plan and services, but for a secure and successful future.

This plan empowers us to deliver high-quality, secure services, fosters collaboration across teams, and ensures continuous improvement. It's an ambitious program with a clear roadmap, built on a strong foundation of digital security. We're committed to investing in our talented staff, providing comprehensive training, and embracing cutting-edge secure technologies. With this approach, we'll confidently navigate the ever-changing digital world, ensuring Runnymede remains a leader in secure and efficient service delivery until 2027 and beyond.

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