

Runnymede Borough Council

Corporate Business Plan

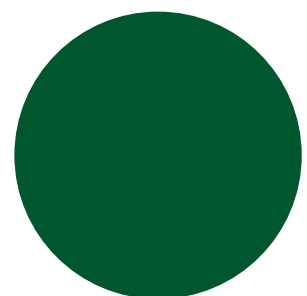
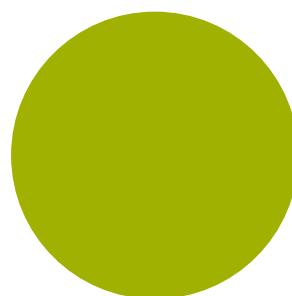
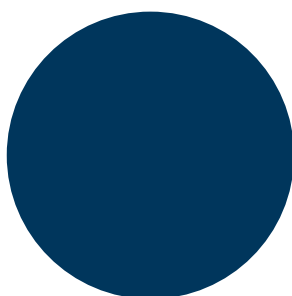
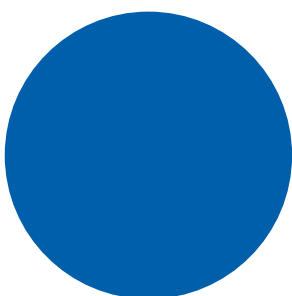
2022-2026





Runnymede Borough Council Corporate Business Plan

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Leader of the Council's introduction



*Cllr Tom Gracey,
Leader of the Council*

Our Corporate Business plan is underpinned by our aspirations for Runnymede; to be the best borough in the United Kingdom be that to study, work, visit or live.

Our residents recognise Runnymede as a great place to live where there are wonderful opportunities to develop your career, raise a family and enjoy a fantastic quality of life.

Our plan is focused around us making Runnymede a borough with cleaner, safer and accessible neighbourhoods, that has great community facilities, libraries and parks.

This plan is also centred on our commitment to combat climate change.

As we all move out of the Covid-19 pandemic, this Council is committed to offering support to those who need it including our local businesses who are the lifeblood of our communities.

Within the plan and the strategies which support it we have identified over 200 initiatives that we will be looking to deliver over the next four years.

Our aim is that these will have a meaningful, positive impact on residents and visitors to our borough.

To that end it is essential for our partners and communities to

recognise that this is not a plan that the Council will deliver in isolation.

One of our most exciting initiatives is the development of a Citizens' Panel through which we will communicate and collaborate on the delivery of this plan and support residents and businesses to make a real positive difference and help strengthen our local communities.

For further details on how you can become involved with our Citizens' Panel please visit our website www.runnymede.gov.uk/citizenspanel or you can follow our progress via our social media channels, which are listed on the back page of this document.

Our Corporate Business Plan also commits us to ensuring the best possible value for money, which is synonymous with Runnymede in Surrey, making every pound go further while providing high quality services for our residents.

Low Council Tax, good financial management, high quality services and success through innovation are the building blocks for this borough.

Together with our residents, businesses and community groups we will continue to make Runnymede a fantastic place to live and work.

Chief Executive's analysis



Paul Turrell,
Chief Executive

Runnymede is an ambitious authority and a great place to work.

I have had the privilege of serving this Borough for more than 10 years. I see around me a community with pride and commitment, energetic and with a passion to succeed.

This Corporate Plan takes a turn away from previous ones and reflects the challenges that we will face over the next 10 years and beyond.

Top of the agenda is tackling climate change and our new strategy reflects the Council's commitment, working in partnership to decarbonise, improve air quality, offer more public transport as an alternative to the car, provide the infrastructure for electric vehicles and to play our part in creating a greener economy.

We will also be involved in the River Thames Scheme providing flood alleviation to so many of our residents and businesses and in the post-Covid plan for Heathrow expansion as they emerge and in rail improvements.

Health and wellbeing remains important. Covid proved how important maintaining good mental and physical health is and the Council wants to increase opportunities for socialising, leisure and recreation as well as competitive sport. We will encourage healthy eating and greater self-awareness of the benefits especially amongst children. With so many worthy clubs and societies

providing opportunities in this field, we will work towards supporting and nurturing voluntary sector as best we can.

We will set up a Citizens' Panel of about 800 residents. This will enable us to regularly survey our residents and find out how we can improve our services. It will also allow us to set up smaller groups to find out your views about specific topics. The more we understand what our community needs and wants, the more we can tailor our resources to be most effective.

We are fortunate to have a buoyant economy in this part of the country, but we cannot be complacent. Businesses will go where the conditions are right for them and that means we must work with them to ensure they can access the right skills, premises and transport facilities. We need a 5G network to keep pace with the best in the UK.

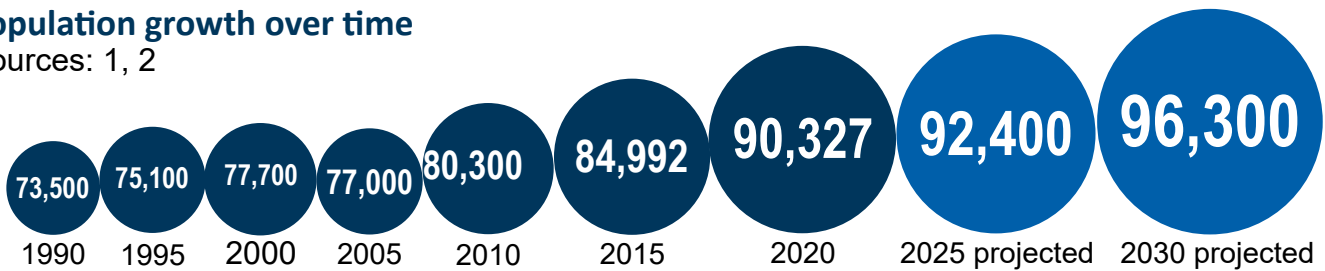
We cannot do all these good things alone. We will work with partners such as neighbouring boroughs, Surrey Heartlands Clinical Commissioning Group and the county council to make the most of the resources we have. Finance and resources will always be a challenge but it doesn't mean we can't make progress. We will be alert and ready to bid for new resources wherever possible and to be as efficient in the running of the Council as we can.

Borough profile

Runnymede borough covers 30 square miles in north west Surrey and just over 70 per cent of its land area has green belt status. The following statistics paint a picture of the Borough and demonstrate why our five overarching themes have been selected as priorities for the life of this corporate plan. Further statistical evidence can be found in each of our strategies.

Population growth over time

Sources: 1, 2



Workforce and earnings

- ▶ Runnymede has a higher participation rate in the workforce compared with the regional and national rates. 85.9% (53,200) of the working population are economically active. Source: 4
- ▶ There are more people working as managers, directors or senior officials in Runnymede compared with Surrey. Source: 4
- ▶ Runnymede residents have higher earnings than the United Kingdom average, but lower levels than the Surrey average.

Workplace earnings are higher than resident earnings suggesting that there are a number of well-paid jobs in Runnymede, but a higher percentage of these are held by in-commuters rather than the resident workforce. Source: 4

Gross pay weekly	Residents' earnings	Workforce earnings
Runnymede	£682.20	£699.20
Surrey	£708.60	£651.00

- ▶ In 2019, Runnymede had the highest job density in the county, 20% higher than the Surrey average.

This job density is due to the relatively small population compared to the level of business in the borough and that there are more people travelling into the borough than out of the borough on a typical working day. Source: 4

Borough	Economic Output (£bn)
Runnymede	£5.8bn
Elmbridge	£5.4bn
Guildford	£4.6bn
Surrey Heath	£3.9bn
Woking	£3.3bn
Waverley	£3.1bn
Spelthorne	£2.8bn

Borough economy

▶ Runnymede has the largest economy in the Enterprise M3 Local Enterprise Partnership area at £5.8bn. Among the other Surrey boroughs in the EM3 LEP Elmbridge is our nearest rival and our economy is nearly double that of Spelthorne. A Local Enterprise Partnership is owned by councils and businesses and plays a central role in deciding economic priorities and undertaking activities to drive economic growth and create jobs.

Source: 4

Economic competitiveness

- ▶ Runnymede is the most competitive area of England outside London. It is more competitive than many of the capital's boroughs. Source: 9
- ▶ Runnymede is ranked as the most economically competitive borough within both the EM3 LEP and Surrey areas. Source: 9

People

- ▶ Data shows 9.3% (1,879) children live in relative low-income families, (Surrey average 8.6%) and 8% (1,620) live in absolute poverty (Surrey average 7.2%). Source: 2
- ▶ Runnymede has a higher percentage of working age residents, representing 65.6% of the population, (Surrey average of 61.1%). Source: 2
- ▶ In 2011, the latest Census data available, 50.8% of households were considered to be deprived, compared to a Surrey wide percentage of 46.6%. Source: 5
- ▶ 2011 Census data shows there were 7,402 (9.2%) people providing unpaid care within the borough, with 1,383 (1.7%) providing unpaid care for 50+ hours per week. These statistics are consistent with Surrey as a whole. Source 5
- ▶ An increase of over 26% residents aged 65+ is projected, rising from 15,276 in 2020 to 19,300 by 2030. Source: 2
- ▶ Most recent evidence shows 13,943 state pension claimants and 1,172 Pension Credit claimants. This latter figure represents 7.7% of pensioners who receive Pension Credit (Surrey average of 6.2%). Source: 3

Physical and mental health

- ▶ At 11.8%, Runnymede has the highest percentage Surrey residents who often or always felt lonely. Source: 4
- ▶ Hospital admissions relating to coronary heart disease, Chronic Obstructive Pulmonary Disease and Myocardial Infraction are significantly higher in Runnymede than Surrey. Source: 4
- ▶ Levels of childhood obesity increase from 7.1% at school reception year to 17% at year six. (Surrey average: 5.9% / 13.7%).Source: 8

Neighbourhoods

- ▶ 54% of people feel they belong to their neighbourhood (Surrey average 58%)
- ▶ 81% of people are satisfied with their local area as a place to live (Surrey average 84%).
- ▶ There are 2.4 active charities per 1,000 people in our Borough. (Surrey average 3.2)
- ▶ 27% of people believe they can influence decisions in their local area (Surrey average 28%).

Source: 11

Crime and anti-social behaviour

- ▶ Between September 2020 and August 2021 there were 9,094 recorded crimes, a rate of 100.7 per 1,000 population (Surrey average 79.7 per 1,000.) Of those, violent crimes accounted for 2,342 incidents and anti-social behaviour 2,931 Incidents. Source: 7

Housing

Average house prices are £566,475 (Surrey average £602,838). Except for detached properties, house prices are lower than the Surrey average.

The affordability gap is significant. The cheapest 25% of house prices, deemed to be affordable housing, shows an affordability gap of £71,513, whilst for other properties, the affordability gap is £160,763. Source: 6

About Runnymede Borough Council

We are part of a two tier local government structure alongside 10 other borough or district councils and a county council covering the county of Surrey.

We have held borough status since 1978 and our powers and functions are those of a district council.

Around 400 people work for us, and many live in the Borough, or in nearby areas.

We are governed by our Constitution and senior staff also abide by the rules of their professional bodies such as the Chartered Institute of Public Finance and Accountancy.

The Corporate Leadership Team consists of the Chief Executive, Assistant Chief Executive (s151 officer), and Corporate Head of Law and Governance (monitoring officer).

The Chief Executive’s Office provides communications, marketing, project management, procurement, emergency planning and business continuity, performance management information and external liaison, negotiation and administrative support to the CEO.

Responsibility for service delivery lies with nine Corporate Heads of Service. Together this group forms the Strategic Leadership Team.

Our business units cover legal services and governance, community services, housing, customer, digital and collection services, human resources, organisational development, building control and development management, finance, environmental services, assets and regeneration.

The Mayor is the civic head of the Council. We have 41 elected members operating in a committee structure. The Full Council meets several times a year to make key decisions including on Council Tax levels and budget. Our senior committee is the Corporate Management Committee, and others broadly mirror the service area structure to provide direction, oversight and accountability.

We elect by thirds, meaning in a standard four year cycle, one third of our members are elected each year, with the county council elections in year four.

At the time of publication, the Council was Conservative-led with Runnymede Independent Residents’ Group, Liberal Democrats, independent councillors, Labour and the the Green and Independent Alliance forming the opposition.

Our values

The foundation on which we perform our work and conduct ourselves. We are:

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.

Our goals

These are our overarching principles as a professional organisation. We will:

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.

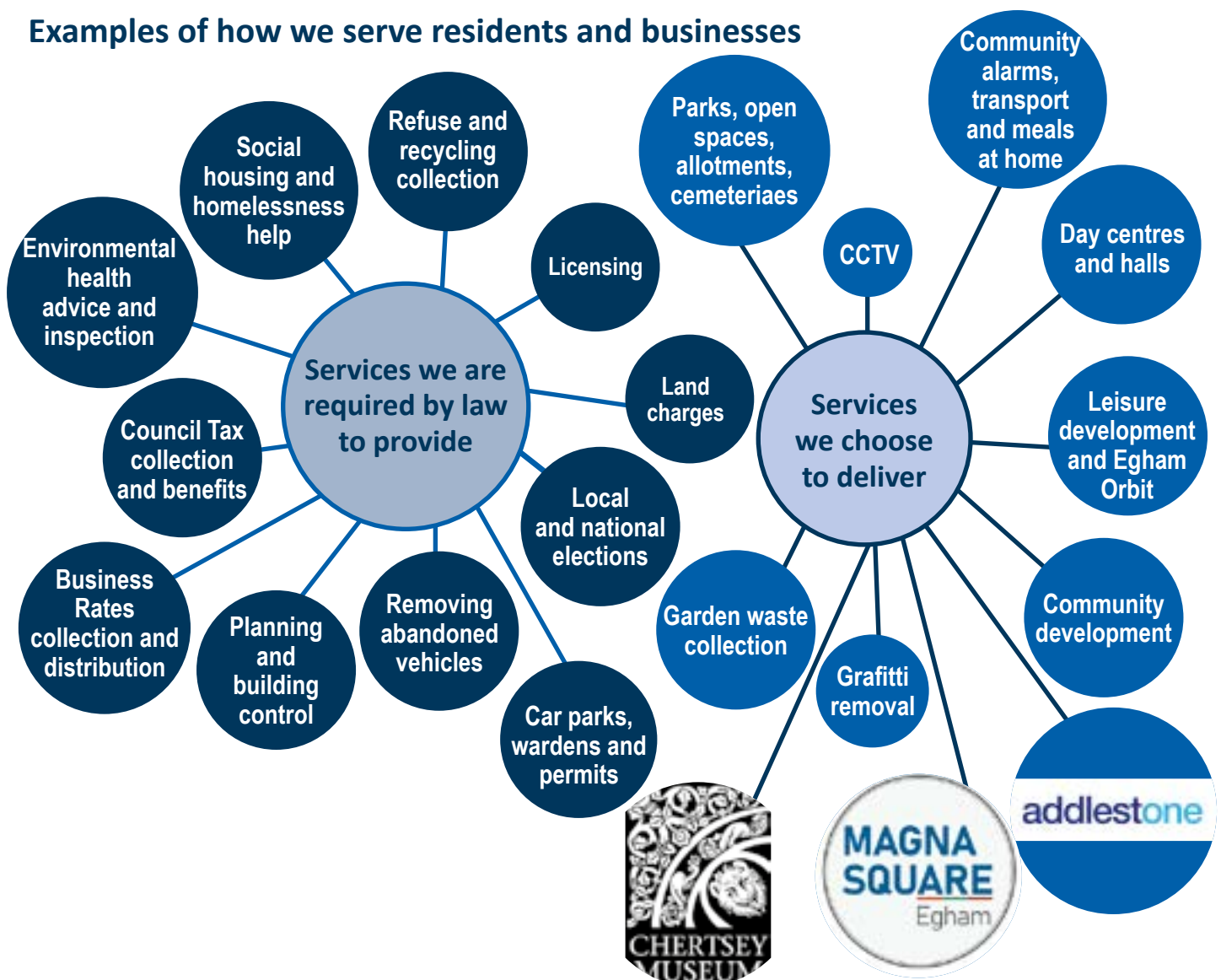
Be a more agile organisation responsive to changing circumstances.

Our vision

This is what we hope to achieve during the life of this Corporate Business Plan

To be a community leader, providing high quality services, enhancing the environment and advocating for our community's interests.

Examples of how we serve residents and businesses



Our objectives and themes

We will divide our work into five broad themes, each setting an objective and detailed in a strategy, so that residents have a clear understanding of the areas we are focussed on. Our overall objective is to provide high quality services which are accessible, relevant and inclusive of all parts of our community.

Climate Change



To play a key role in creating a greener environment and effective response to climate change.

Empowering our Communities



To support groups and societies with initiatives to strengthen their communities and to represent and advocate for our residents' interests.

Health and Wellbeing



To improve the health and wellbeing of our residents, working in partnership with the NHS and other stakeholders.

Economic Prosperity



To support sustainable growth in the local economy.

Organisational Development



Through continual monitoring, assessment and adapting the way we work, how we use technology and the way we recruit and support our people we will have the workforce and systems to deliver our public facing strategies.

The next five pages give a summary of each of the five strategies. The full strategies themselves can be read separately as standalone documents, including action plans.

A golden thread runs through all our work starting with this Corporate Business Plan, and tracing through the five strategies.

This then breaks down into programmes of work and subsequently into projects, which will be prioritised for delivery.

From these flow service area business plans, team targets and individual staff member objectives.

This approach ties the work of all staff at the Council to the overall aim of the organisation.

Summary: Climate Change Strategy

The Council's draft Climate Change Strategy will inevitably permeate all of our activities and functions. Part of the role of the Council will also be about seeking to change behaviour; whether that be at a personal level through to Government level. Leadership will be necessary as will working with other bodies to deliver various aspects of climate change policy.

Our general aims are set out in the Mission Statement and can be summarised as follows:

- To deliver carbon net zero for all Council operations by 2030.
- To align climate change actions and environmental improvements with economic gain.
- To promote the principles of the circular economy (take, make repair re-use).
- To merge our procurement strategy with technology to create effective 'green' solutions.
- To drive biodiversity net gain.

Importantly, many of the Council's policies for spatial planning are set out in the Local Plan adopted in 2019.

Some of the key areas of Council functions to be addressed include:

- Waste. Minimising household and commercial waste, encouraging re-cycling, minimising the use of plastics.
- Working with Surrey County Council to encourage use of public transport, provide more and quicker bus and train journeys with real time information and affordable fares.

- Playing a leading part in delivering the River Thames Scheme by 2030. This will provide important flood alleviation measures for over 6,000 households and businesses in the Borough.
- Adding to bio-diversity on the Borough
- Improving air quality particularly in hotspots across the Borough
- Improving energy consumption throughout the Council's asset portfolio including 3,000 homes owned by the Council
- Providing digital access to all of our services to prevent the need for journeys
- Providing and/or enabling sufficient numbers of EV charging points across the Borough. Also, embracing hydrogen based technologies as they develop.

Climate change is a complicated and evolving subject but the Council is determined to make concerted efforts to meet challenging targets.

Our Climate Change Strategy sets out a more detailed analysis and action plan for how these aims will be achieved and the steps we will take as an organisation to reach them.



Summary: Empowering our Communities Strategy

The Covid pandemic proved just how communities can bind together to support individuals and families in a crisis. Runnymede has a vibrant, energetic community with many voluntary and community groups. There is an enormous amount of pride and commitment to this historic area. This provides an opportunity for the public sector to support and enable communities to own and develop their own initiatives.

Many of the community groups that exist require support and sometimes seed funding to develop activities.

The Council will seek to support community initiatives and recently, has employed a Bid Writer to research and help to bid for community funds from Government and other sources.

Surrey County Council has also set up a £100m fund to support voluntary groups across the county and it is important Runnymede is in the strongest position possible to exploit these funding opportunities.

The Empowering Communities Strategy aims to ensure that decisions made by the Council are based on sound evidence, particularly through consultation with our residents.

1 We will set up a Citizens' Panel of up to 900 residents drawn from all sectors of the community to ensure both qualitative and quantitative analysis can be carried out.

This will allow a number of focus and interest groups to be established as well as surveys of a statistically representative sample of the community of 90,000 in Runnymede.

We will use new technologies to test ideas and discuss improvement of our services. This will give residents every opportunity to give us their opinions in a way which is convenient to them.

2 Voluntary groups will be supported where possible and encouraged to provide new activities and facilities.

One such project in recent times has been the Holme Farm workshops project which will provide a skills and crafts base (workshops) for learning hobbies and skills and outdoor activities associated with horticulture, understanding nature and encouraging bio-diversity.

Similarly, there are groups that provide important communication points between public services and communities; for instance flood prevention groups.

3 The Government has encouraged communities to consider their own neighbourhood plans.

One is already in place in Thorpe and others are in the pipeline. This will give communities more say and control over shaping their communities and the Council will support those that want to put their plans in place. Again, it is important the Borough has the capacity through, particularly the Planning service, to support local initiatives as they emerge

4 The voluntary sector plays a key role in many different aspects of Runnymede life but particularly in terms of health and wellbeing.

Many people give up enormous amounts of time to devote part of their lives to community activities whether this be cultural activities or sports, scouting or interest groups. This commitment must be supported if it is to thrive. Where finances permit, the Council will provide seed funding or assist with accessing funding from other bodies.

5 Ensure we present the best possible case to external stakeholders in preserving, protecting and enhancing quality of life.

There are many key initiatives that impact upon Runnymede and where our residents should and have come to expect us to be strong advocates for their interests. Some of the key issues impacting on the Borough in the next few years include:

- The River Thames Scheme
- Development of Heathrow, night flights and flight movements, the road network, skills and jobs and Southern Rail access to the airport.
- Devolution and a County Deal
- The Esso Pipeline project

All of these are vital issues to the Borough and it is important the Council has the capacity to play its role in representing the perspective of residents.

Summary: Health and Wellbeing Strategy

Gone are the days when health and wellbeing was seen solely to be the domain of the National Health Service. Analysts have placed greater emphasis in recent years on the wider determinants of health.

When taking this broader view of health and wellbeing, it immediately becomes apparent how important local authority services are.

Housing is the most obvious as the Council owns nearly 3,000 homes, plays an enabling role in supporting housing associations and regulates the private rented sector.

Environmental Health plays a key role not only in Housing but in regulating business especially food and beverage units and in community safety.

Our Community Services support the voluntary sector and provide a range of leisure and recreational services for our residents.

'Wellbeing' is also supported by the range of community safety functions carried out by Runnymede as well as support for the voluntary sector.

A joint family support service with Surrey Heath supports families who are vulnerable and may need a helping hand to enable them to remain functional and sustainable.

There are any challenges for the Borough going forward. The population is growing and is predicted to be 96,000 people by 2030.

This places more emphasis on local facilities particularly health services as well as creating the need for better public transport, access to open spaces and more efficient use of energy.

It is important that the Council works with the health services, police and other local authorities

to improve health and wellbeing and meet the challenges of the future.

One of the key ways of doing this is through the North Surrey Integrated Health Partnership (ICP) which is supported by both the Chief Executive and Corporate Head of Community Services.

The ICP as it becomes stronger, will provide the innovation and cohesion needed across health and local authority services needed for the future.

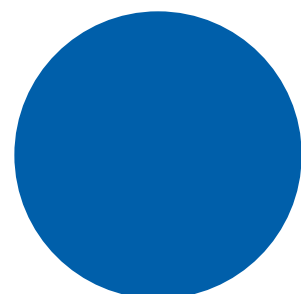
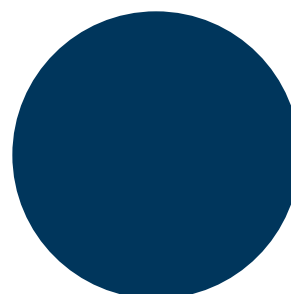
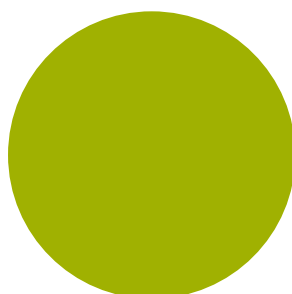
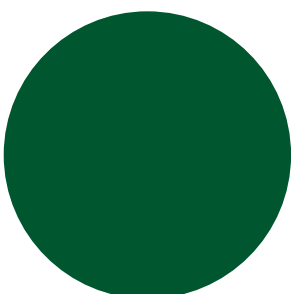
This is particularly important in supporting people in their own homes through improving discharge services and social prescribing. In addition, utilising the range of services available through the Council such as Careline, the Handyman service, disabled facilities grants, day centre and home meals services are also important.

Runnymede continues to be one of the most progressive local authorities in the south regarding health and well being services.

There are plans to improve facilities to access health services with our partners in the NHS.

Proposals are being formulated to develop our towns as places where all essential services (food shopping, health services, schools and cultural and leisure opportunities) can be accessed easily and within a 15 minute journey of our three major towns.

Part of the vision is to provide more and better public transport, cycleways and footways as real alternatives to the private car and to ensure that the widest range of services can be accessed physically and through electronic means as people choose.



Summary: Economic Development Strategy

Runnymede is ranked as the most economically competitive borough in the UK outside of London according to the UK Competitiveness Index. Our Economic Development strategy aims to ensure Runnymede remains a leading economy in the south east, whilst acknowledging that the impact of the covid pandemic, Brexit and the cost-of-living crisis is still yet to be fully felt.

The strategy sets out how the Council will support economic growth and ensure that the local community benefits from the opportunities this will create. We will also provide an attractive offer for investors and visitors. We will do this by:

1 Encouraging business relocation, expansion, and investment in the Borough

Supporting continued economic growth and activity by promoting the Borough as a premier business location for companies and individuals.

Working with external partners to support inward investment to provide opportunities for the growth and retention of businesses and large companies.

2 Maintaining competitive advantage through engagement and networking.

Deliver business engagement and support that enables firms to achieve their growth ambitions.

Focusing on collaboration and innovation to accelerate growth in tech clusters.

Work to establish createch and Cyber Security as key sectors.

3 Developing the vibrancy and vitality of our town centres and growing the tourism and leisure sector.

Strengthen engagement by businesses in the town teams in Addlestone, Chertsey and Egham and encourage partnership working with residents' representatives and other key stakeholders

Support the development of the tourism and leisure sector, which has the potential to grow and to benefit the wider leisure and retail offers in the town centres.

4 A dynamic workforce for a high-tech, creative economy

Maintaining the Borough's position as a UK tech jobs cluster by helping ensure employers have

access to the skills required for business growth, and residents have the appropriate qualifications and skills to access local employment opportunities.

Developing a sustainable economy for the future, by improving access to quality employment and affordable accommodation for young people.

Encouraging employers to increase investment in skills. Schools, colleges, and training providers should focus on providing the skills needed by employers and continue to raise the number of people with qualifications at NVQ 3 and 4.

Improving skill levels including digital skills for those with no/few qualifications through targeted interventions.

Working with colleges and skills providers to encourage uptake of apprenticeships.

5 Creating the environment which allows for better infrastructure for sustainable growth

Improving the Borough's economic performance through improved infrastructure to support mobility, communications, health and wellbeing.

Undertaking comprehensive planning to ensure delivery of adequate infrastructure (including the transport network), jobs and training, and public services to meet the needs of a growing and ageing population.

Addressing issues of relative deprivation in particular the lack of affordable housing and poor access to public services for some communities to improve life chances for these residents.

6 Developing a low carbon economy by acting ourselves and encouraging others to do so as well.

Supporting and encouraging businesses to become more energy efficient and to develop more sustainable business practices within their own operations and those of their supply chains.

Sharing good practice in sustainability to encourage businesses to develop green products and services.

Summary: Organisational Development Strategy

Our people and the systems we use are key to the delivery of services to our residents and businesses. This strategy lays out how the organisation will adapt to a changing landscape to ensure the Council is considered an employer of choice in terms of culture, career opportunities and training and ensures efficient and effective processes and procedures, using digital systems.

① Our culture will be developed further to ensure we remain a high performing organisation by:

Investing in and developing effective and competent leadership and management that leads by example and communicates shared values and vision to all levels of the organisation.

Delivering the Corporate Business Plan and corporate strategies by ensuring a 'golden thread' through service area, team and individual performance plans.

Demonstrating clearly how all levels of the organisation contribute to our success.

Listening to our residents and putting the customer first.

Evidence-based decision making.

Developing and maintaining an engaged and motivated workforce.

② Our focus on organisational development and supporting our staff will address:

- Workforce planning,
- Talent sourcing,
- Developing skills and managing talent,
- Employee wellbeing, and
- Employee motivation, recognition and engagement.

③ Our processes will be reviewed to ensure they are efficient and effective by:

Continuing to review service areas, processes and procedures to ensure most effective ways of working.

Ensuring services work effectively together to improve the customer experience.

Working collaboratively with other public services and partners to achieve shared objectives.

④ We will continue to transform our organisation and processes with our use of technology and digital systems to deliver better outcomes for our residents and businesses.

We will build on our ongoing investment in digital transformation and smart systems and ensure benefits are realised.

A more consistent and high-quality approach across our digital platforms and services will be introduced.

Our approach to hybrid working will continue to develop, ensuring that this change does not negatively impact productivity or service delivery but provides flexibility and greater work-life balance for our staff.

⑤ As an organisation we will support and contribute to the climate change strategy in the way we conduct our business:

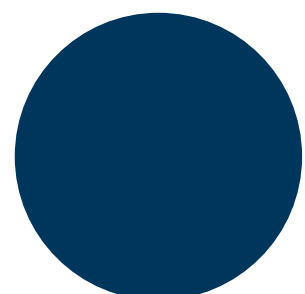
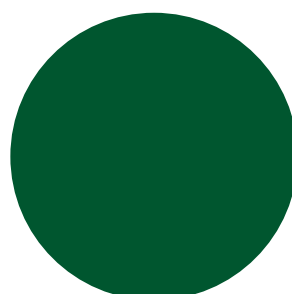
We will minimise mileage and fuel emissions through logistical planning of routes and co-ordination of journeys.

We will implement green travel initiatives.

This strategy underpins the Council's Corporate Business Plan and all other service strategies.

It is the foundation upon which all our services are delivered – it is key.

This strategy, with its initiatives and delivery roadmap, are the foundation blocks that will provide Runnymede with the assurance that we will continue to deliver high quality services to our stakeholders.



Financing the Corporate Business Plan

The new activity set out in the Corporate Business Plan have been assessed to ascertain the sources of funding required to deliver them. In some cases, existing budgets will be re-prioritised, whilst in others external funding, partnership work and grants will be used.

The Council's Corporate Business Plan begins its journey just after local authorities have been subject to a decade of austerity.

This is added to by unprecedented financial pressures and service responsibilities as a result of, amongst other things, the Covid-19 pandemic, leaving the European Union and the emerging cost-of-living crisis.

In addition Government has announced its intention to continue with plans to reform local government finance, in the guise of the oft-delayed Fair Funding Review, which will affect how funding is allocated

and redistributed between local authorities. The overly complex business rates system is also set to be overhauled.

While the announcement in June 2022 of a two-year Government funding settlement from 2023/24 will bring some much-needed certainty around central government funding, there is no doubt that these are challenging times for all local authorities.

The adoption of the Corporate Business Plan, however, will enable Runnymede to target its resources where they are most needed, to deliver the objectives set out in the plan.

Medium term financial plans

The Council's Medium Term Financial Strategy approved in February 2022, demonstrates that the Council is financially stable for several years.

However, the drive to reduce costs through efficient and effective business systems, shared service provision and winning new contracts for services will

continue as there is a need to reduce an ongoing revenue deficit.

Prior to the adoption of the Corporate Business Plan, the Council's net expenditure on services to 2026 was anticipated to be as follows:

	Estimate 22/23 £000	Forecast 23/24 £000	Forecast 24/25 £000	Forecast 25/26 £000
Housing Revenue Account	4,764	1,218	893	488
Housing Committee	2,229	2,450	2,415	2,415
Community Services Committee	5,422	5,725	5,731	5,737
Environment and Sustainability Committee	4,453	3,969	3,917	3,923
Licensing Committee	25	25	25	25
Regulatory Committee	105	105	105	105
Planning Committee	2,048	2,191	2,204	2,204
Corporate Management Committee				
CMC general	8,116	9,669	10,681	10,670
CMC Land and property	(8,254)	(10,038)	(10,731)	(11,104)
Net revenue expenditure on services	18,908	15,314	15,240	14,463

Much of the resource required to deliver the Plan will come from existing expenditure plans, with actions being refocused on delivery of plan objectives.

Where growth in budgets is needed, this will be considered alongside the next refresh of the Medium term Financial Strategy.

In addition, the Council will be working with partners to co-deliver some aspects of the Plan and will also seek external funding where available, supported by the Council's Bid Writer and Grants Officer.

Risk management

As recent history has shown, additional costs and commitments can spring up at any time. Therefore, the Council prepares a risk-based analysis around the level of balances that could be called upon in any financial year.

The Council's earmarked reserves are part of its risk management strategy. In particular, the Commercial Income Equalisation and Property Repairs and Renewals reserves are there to protect the Council's income stream from its commercial activities. This is the main reason the Council's use of its working balances are so low.

Following recent economic events, those reserves are much more, not less, likely to be called upon for the purpose intended over the life of the Corporate Business Plan. This is because the aftereffects of Covid-19 and emerging cost of living crisis affect both businesses and residents.

However, the Council holds a healthy level of balances which will enable it to cope with short term pressures on its finances and allow measures to be put in place to rebalance its budgets over the medium-term, without disruption to its over-arching priorities.

Spending and income at the start of the Corporate Business Plan

Our spending is classified into revenue and capital. In general terms, our revenue spending pays for day-to-day services and operations while our capital spending pays for the acquisition or creation of a new asset or the enhancement of an existing asset.

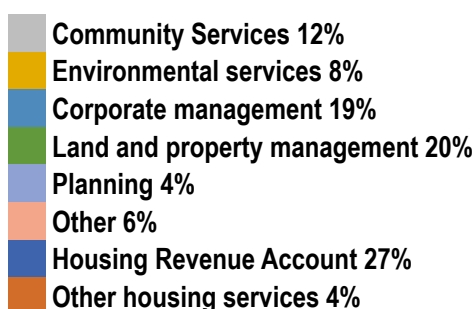
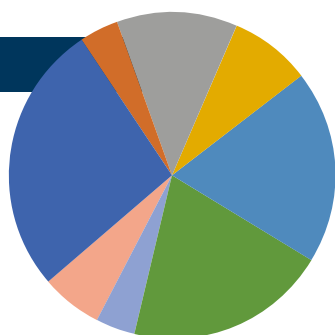
Revenue

The Council's revenue spending provides a wide range of services and is estimated to come to £70million in 2022/23.

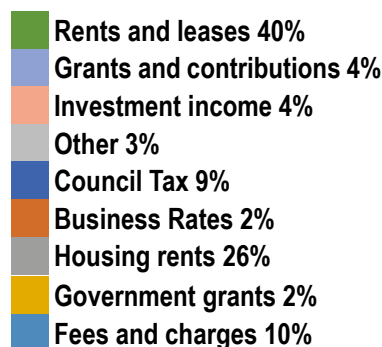
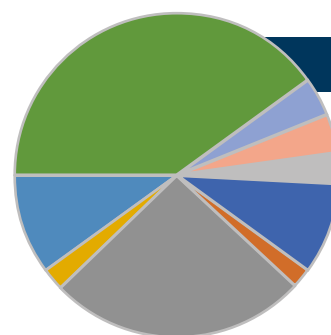
This is split into two parts:

- ▶ General Fund services which are funded by the Council Tax, Business Rates, fees and charges, grants and contributions, and income from rent and leases.
- ▶ Housing Revenue Account, which is funded entirely by rental income from our social housing tenants. The revenue information in this pie chart is based on our 2022/23 budget and will be reviewed regularly.

Spending



Income



Financing the Corporate Business Plan

Capital

A significant part of the Council's plans involves spending money on buying and improving our land, property and other assets so that we can provide services to the community over the longer term.

This is known as Capital Expenditure and is financed differently from our revenue expenditure. The Council's Capital Programme as forecast in 2022/23 is as follows:

Summary	Budget 22/23 £000	Budget 23/24 £000	Budget 24/25 £000	Budget 25/26 £000
Housing services	16,001	16,251	14,451	14,451
Community Services	526	232	4,711	508
Environment and Sustainability	2,550	3,000	386	312
Corporate and business services	21,560	7,742	722	2,662
	40,638	27,226	20,271	17,894

Method of financing				
Direct revenue contributions	14,830	15,200	8,280	7,780
Earmarked reserves	1,373	934	100	1,110
Grants and contributions	651		651	651
Capital resources	14,943	5,439	5,339	2,851
Borrowing	8,840	5,000	5,000	5,500

All capital expenditure, unless funded by selling other assets to generate a capital receipt, or a capital grant or contribution from others, must be funded from the Council's annual revenue stream.

Borrowing is only undertaken for specific purposes such as regeneration and the revenue income generated from previous purchases of commercial property feeds back into capital financing. This contributes to the primary regeneration

objective of improving the wellbeing and economic prosperity of the Borough.

Some of the initiatives in the Corporate Business Plan will require capital expenditure for their delivery.

As with all new schemes, each one will be subject to a comprehensive, fully costed business case and be reported to the relevant Committee for approval and funding.

Summary

The initiatives in the Corporate Business Plan have been assessed in terms of whether they can:

- be delivered within existing resources,
- have the potential to be met from external sources of funding such as grants,
- require additional funding, either for capital or revenue spending.

The projects within each work programme emanating from the plan have also been prioritised over the life of the plan.

This phasing, and any potential resource requirements will be factored into the next iteration of the Council's Medium Term Financial Forecast alongside other key cost drivers, such as inflation and demand pressures, and high-level assumptions about future central government funding changes.

This is in order to inform future budget decisions and the Council's financial strategy and to ensure that the aims of the Corporate Business Plan are delivered.



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Publication date:

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