



Service Area Plan for Financial Year 2023/24

Business Unit: Chief Execs Office
 Corporate Head of Service: Paul Turrell
 Supported by: Sarah Hall / Peter Le Riche / Marcel Steward
 Version: 1.0

Approvals

Approved by CLT: 01/03/23
 Approved by Service Cttee:

Service Area Narrative and Mission Statement

The mission of the Chief Executive's Office is to enable and encourage quality, effective and efficient performance across the Council, through collaborative working, for the good of the Borough's residents and businesses. This is focussed on collectively achieving the Council's vision as set out in the Corporate Business Plan and delivering outcomes described within the five underpinning strategies. The unit specifically supports frontline and professional services in delivering these corporate plans as well as their service-level plans through the successful achievement of approved projects, initiatives and activities.

We are a single unit comprising of a multi-disciplinary, skilled team empowered to carry out this mission by providing professional project management, procurement, communications and external relations expertise. We identify sources of funding, carry out design work, review policy, analyse performance and data and, in doing so, support the work of the Chief Executive and Mayor. We also ensure our emergency planning response is first rate so we can exceed the expectations of residents at even the most challenging times.

The Chief Executive's Office comprises a multi-disciplinary, skilled team with a broad and varied remit to:

- interact and liaise with all service areas to help deliver their Corporate Business Plan objectives
- facilitate and manage cross-service initiatives including projects and service reviews as delegated by the Chief Executive
- provide corporate training on project management and procurement
- facilitate and support best value, compliant procurement activity for all service areas
- facilitate and manage professional communications and marketing for all service areas
- identify and facilitate new funding bids to support service delivery within the Corporate Business Plan
- represent the Council's interests as key stakeholder on strategic external projects
- review and analyse emerging relevant policies and legislation to identify any changes required to existing corporate policy
- organise civic events and support the Mayor's commitments
- provide organisational and office support to the Chief Executive including management of escalated complaints
- monitor and report progress and delivery against corporate KPIs (including achievement of the corporate Action Plan)
- protect and enhance the reputation of the Council, instilling and embedding the corporate vision and values
- innovate and instigate change where necessary to maintain and enhance the health of the organisation

Business Unit:

Chief Execs Office



CHoS	Sarah Hall / Peter Le Riche / Marcel Steward
Service Area 1:	Corporate Strategy
Service Area 2:	Corporate Policy
Service Area 3:	Corporate Performance
Service Area 4:	Procurement Office
Service Area 5:	Project Management Office
Service Area 6:	Emergency Planning, Business Continuity, and Corporate Risk
Service Area 7:	External Projects
Service Area 8:	Bid and Funding Support
Service Area 9:	Public Relations and Marketing
Service area 10:	Internal communications
Service area 11:	Design of print and online documents and graphics and create video

Organisational Structure [Link to webpage](#)

Budget Book Information [Budget information 2022-23](#)

Description of Service (1) Corporate Strategy

Main Purpose: The Head of Business Planning, Projects and Performance is responsible for co-ordination of the creation of the Corporate Business Plan and ensure there is a strong 'golden' thread between the Corporate Business Plan, Corporate Action Plan and Business Unit/Service Area Plans (other members of SLT are responsible to ensure their team action plans and appraisals can also be linked to the Corporate Business Plan). It is also the Head of Business Planning, Projects and Performance responsibility to monitor progress against the Corporate Business Plan and the annual Corporate Action Plan.

For 2023/24, development of reporting of planned activity from across the organisation (non-project activity e.g. reviews, one-off activity and new BAU) and in particular progress of any corporate action plan initiatives will be delivered. Mechanisms to track and report specifically on activities that will benefit climate change is also being developed.

Description of Service (2) Corporate Policy

Main Purpose: The research, analyses, and creation of new potential corporate policy changes which are not specifically related to other business centres or HR is a function sits within the team. A Graduate Policy Officer position has been added to the team to support this function.

Description of Service (3) Corporate Performance

Main Purpose: The Head of Business Planning, Projects and Performance is responsible for co-ordinating and monitoring the Performance Management Framework. The purpose of the framework is to ensure the Council's performance with the Corporate Performance/Activity Indicators and the Corporate Action Plan is monitored.

One of the responsibilities of the PMO team is to capture, collate and analyse corporate performance data on a regular and frequent basis to provide reports to senior management and Members. To support this, a dashboard has been developed to summarise performance data which supplements written reports. The service area also oversees Surrey Benchmarking and the production of the Borough Profile.

The Head of Public Relations and Marketing is also responsible for co-ordinating and producing an Annual Report to summarise the year's performance.

Description of Service (4) Procurement Office

Main Purpose: The corporate Procurement Office was established within the Council to ensure that purchases for the supply of goods/ works/ services are achieved in accordance with the Council's Contract Standing Orders and the Public Contract Regulations (PCR) 2015.

Procurement is the process for buying goods, services and works: from identifying and specifying the requirement through to

Procurement is the process for buying goods, services and works, from identifying and specifying the requirement through to award of the contracts to deliver the goods or provide the service or works.

The team are committed to supporting departments and contract managers in proactively planning for procurement exercises to ensure that due diligence is carried out and sufficient time is planned to prepare the requirements and documentation before an invitation to tender is issued. In doing this, we aim to deliver 'right first time' procurements that support the Council's Mission to deliver services, enhance our environment, and improve the economy by working with local people and partners for the greater good of the community.

The Procurement Strategy for 2023-2026 has been developed to align to the new Corporate Business Plan and new policies for Social Value and Sustainable Procurement have been produced. Harnessing social value from our commissioning and contracts will be a priority during this time period.

The team provide procurement training alongside a comprehensive toolkit of resources, templates and guidance. During 2023/24 it is anticipated that the Procurement Bill will be passed which will require a review and update of processes and procedures.

The Procurement Board was implemented to streamline processes and plan on a monthly basis for future procurements and the resources required. Terms of Reference are to:

1. Review referred CSO waiver applications and where appropriate, provide the delegated authority to approve the request.
2. Review and approve Sourcing Plans for procurement exercises requiring a tender (>£25,000), allocate required resources and agree preparation timeline alongside other workload.
3. Provide resolution of issues that may occur as part of preparation for or during the procurement exercise.
4. Support adoption and implementation of the Council's Procurement Strategy.
5. Identify continuous improvement opportunities.

Description of Service (5) Project Management Office

Main Purpose: The Project Management Office (PMO) was established in Sept 2018 and has responsibility for ensuring a Project Management approach across the organisation to support, monitor and report on the progress of projects within the Council's Project Portfolio.

The team supports a wide range of projects by leading as Project Manager on assigned corporate projects, taking responsibility end to end for successful project delivery or by supporting the Project Manager per se with preparation and maintenance of project documentation throughout the project life cycle. During 2022/23 the team have supported corporate and cross-organisational projects including Grounds Maintenance options appraisal and the subsequent mobilisation project, a review of safeguarding policy and necessary actions, CCTV service provision, Safety Advisory Group (SAG) review, Befriending service provision.

The team collect and analyse project data from across the organisation and have developed a series of dashboard views to provide senior management and Members with project portfolio progress updates.

The team provide project management training alongside a comprehensive toolkit of resources, templates and guidance. A quarterly Project Management newsletter is produced for the project management community highlighting key projects and best practice.

In addition, the PMO has developed service discovery methodology. The objective of service discovery is to support services to identify opportunities for change to become more efficient and release resource capacity. The PMO will therefore support service reviews prioritised and delegated by the Chief Executive during 2023/24

Description of Service (6) Emergency Planning, Business Continuity, and Corporate Risk

Main Purpose:

The functions of Emergency Response Planning are Business Continuity plan management and the co-ordination of the Corporate Risk Register. This includes provision of emergency response training delivered by Applied Resilience Limited

Emergency Planning creates and updates a range of emergency plans working with key partners to effectively respond to incidents.

Business Continuity involves working with the Senior Leadership Team to ensure there are service-level plans for how we would manage a major interruption to the delivery of services. The Business Continuity Plans sit underneath the overarching Emergency Response Plan.

The Corporate Risk Register identifies, and rates risks to the Council. Identified risks are mitigated the extent possible.

Identified risks are monitored by considering all the key documents described above. The Corporate Risk Register is updated on a quarterly basis by the Senior Leadership Team.

Description of Service (7)

External Projects

Main Purpose:

The function of External Projects is to monitor and represent the interests of the Borough in all major external infrastructure projects which impact the Borough and its residents. This includes Borough representation on all related forums and interest groups and responding to relevant consultations. Current projects include:

- Recovery and future expansion of Heathrow Airport
- Major infrastructure projects affecting the Borough
- o Ezzo Pipeline
- o River Thames Scheme
- Lobbying national government: Surface Access to Heathrow

Description of Service (8)

Bid and Funding Support

Main Purpose:

To identify viable strategic applications for substantial funding from government and other sources, in order to help deliver the Council's plans and services.

To identify alternative funding options to meet needs identified in the corporate business plan which otherwise would not be funded.

To create and match pipelines of viable projects and funds, and project manage funding applications.

To build a picture of the Corporate Business Plan aspirations of SLT and other relevant officers across RBC in order to identify opportunities that tie in CBP delivery.

To provide a grant searching service to supply up-to-date funding intelligence.

Description of Service (9)

Public Relations and Marketing

Main Purpose: The role of the team is to protect and enhance the reputation of the Council. In addition we deliver lead generation for engagement in services and subscription to revenue-raising functions, through professional management of the authority's communications and marketing needs.

From a resources perspective, the team's efforts are focussed on:

- Ensuring that information available to the public is timely, accurate and consistently delivered.
- Mass communication,
- Two-way communication,
- External corporate communication – highlighting the work of the organisation as an entity
- Service based communication, supporting individual service areas to raise their profile.
- Reactive issue handling,
- Marketing of Council services and facilities,
- Crisis communication, in conjunction with the senior leadership team, senior councillors, Applied Resilience and public sector partners.
- Media relations,
- Corporate internal communication,
- Owning and developing key channels of communication,
- Management of the Council's brand and presentation through its style guide,
- Developing the Council's engagement work, in co-ordination with service area colleagues.

We use a number of tools and channels of communication to deliver this work including print and online.

Description of Service (10) Internal Communications

Main Purpose:
To help colleagues understand the role they play in achieving the aims of the organisation
To deliver a regular flow of news and information to celebrate successes, raise awareness of key programmes.
To support the Chief Executive in engaging with colleagues across the Council through fora and other forms of messaging.
To manage the Council's intranet, keeping core information up to date and enabling colleagues to update localised content.
To advise managers on effective ways to deliver communications to their teams and support change when required.

Description of Service (11) Design of print and online documents and graphics and create video

Main Purpose:
To ensure that the Council is presented as a single professional and trusted organisation through consistent and high standards of design in print, online and video content.
To create individual designs
To advise colleagues on localised design work, ensuring it meets corporate standards set out in our Style Guide.
To create design work which supports the needs of frontline and professional services

Service Area Plan for Year 2023/24
 Business Unit: Chief Execs Office

Colour Key:

Corporate Business Plan/ Strategy Action
Type of initiative - legislation/ Regulatory requirement
Type of initiative - Services/ efficiency improvement
Type of initiative - income generation
Type of initiative - Staff/ Resources requirement



ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CC001	CBP Strategy Action	External Projects	Establish methodology, define KPI's, and set Runnymede Standard Carbon Baseline (RSCB) for RBC Controlled Operations.	1) Set Carbon Emissions Baseline to track progress against 2030 (RBC) & 2050 (National) Net Zero Targets	Must - the initiative has to be done	Marcel Steward	Planning Policy, Climate Change Officer Comms	No additional growth required	Apr-22	Mar-23
EC012	CBP Strategy Action	External Projects	Ensure that until the RTS is completed, adequate cover is in place for flood emergencies including flood wardens and community groups.	1) Flood Resilience 2) Community Welfare	Must - the initiative has to be done	Marcel Steward	1) Community Services 2) Env. Services 3) Comms 4) HR 5) All other departments are required	No	Oct-22	Jul-25
CC008	CBP Strategy Action	External Projects	Represent the Council in the Heathrow Recovery Plan	Positively influence the outcomes from HRW Recovery and development to protect the health & wellbeing of residents	Must - the initiative has to be done	Marcel Steward	1) Environmental Services - Noise & Air Quality 2) Economic Development 3) Planning Policy	No	Ongoing	Ongoing
CC009	CBP Strategy Action	External Projects	Heathrow Surface Access	1) Essential to bring about <i>modal shift</i>	Must - the initiative has to be done	Marcel Steward	1) Economic Development 2) Planning Policy	No	Ongoing	Ongoing
EC013	CBP Strategy Action	External Projects	Monitor the development of Heathrow to ascertain the potential economic benefits of growth to the Borough whilst evaluating the environmental impact. Reflect our residents' views to government. Heathrow Airports Limited and statutory bodies on important issues such as night flights, noise pollution and surface access.	Positively influence the outcomes from HRW Recovery and development to increase employment opportunities for Runnymede residents and maintain the economic viability of the Borough to attract and sustain business	Must - the initiative has to be done	Marcel Steward	1) Economic Development 2) Planning Policy	No	Ongoing	Ongoing
EC014	CBP Strategy Action	External Projects	Lobby for a much improved Southern Rail access to Heathrow and beyond into North London.	1) Essential to bring about modal shift 2) Essential to create & sustain economic vibrancy of the Borough	Must - the initiative has to be done	Marcel Steward	1) Economic Development 2) Planning Policy	No	Ongoing	Ongoing
CC010	CBP Strategy Action	External Projects	Coordinate with the Environment Agency and Surrey County Council on the River Thames Project	1) Promote, influence and assist in the delivery of the RTS flood alleviation scheme	Must - the initiative has to be done	Marcel Steward	1) Finance 2) Legal NOTE: Planning DM as Statutory Consultee under Planning Act 2008	Y - Costs covered by the RTS Project	Ongoing	2024 / 2025

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EC011	CBP Strategy Action	External Projects	Take a lead role in the implementation of the River Thames Scheme (RTS) in co-ordinating the Development Consent Order. Seek to ensure that RTS brings with it a range of environmental gains and leisure and recreational opportunities. Continue to work	1) Flood Resilience 2) Community Welfare 3) Biodiversity Increase 4) Carbon Sequestration 5) Recreation 6) Active Transport	Must - the initiative has to be done	Marcel Steward	1) Finance 2) Legal NOTE: Planning DM as Statutory Consultee under Planning Act 2008	No	Ongoing	Ongoing - Channel Commissioning 2030
CC005	CBP Strategy Action	Bid and Funding Support	Source substantial funding opportunities from Government, Local Enterprise Partnerships & other sources to support Council & Community Climate Change Projects	Funding for all Council initiatives & projects dependent on availability	Must - the initiative has to be done	Howard Collins	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	Apr-22	Apr-2030 / 2050
EC015	CBP Strategy Action	Bid and Funding Support	Seek new opportunities for funding economic infrastructure and climate change initiatives in the Borough.	Funding for all Council initiatives & projects dependent on availability	Must - the initiative has to be done	Howard Collins	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	Apr-22	Apr-2030 / 2050
EC018	CBP Strategy Action	Bid and Funding Support	To seek to be prepared and able to bid for resources through the work of the Council's new bid writer but with input from the Strategic Leadership team where appropriate to be prepared to compete for major sources of funding.	Funding for all Council initiatives & projects dependent on availability	Must - the initiative has to be done	Howard Collins	Bid writer and officer resources from all teams	Y - Renewal of Grant Finder Software License (see separate line)	Apr-22	Apr-2030 / 2050
EC001	CBP Strategy Action	Public Relations and Marketing	Formulate an engagement strategy including with communities in deprived areas. The primary tool emanating from this will be the re-launch of the Citizens Panel as a representative sample of the Runnymede community, and subsequently use it to draw standing panels for individual issues and consultations, including on climate change. The panel will also be used to select focus groups for specific topics.	Set-up of Citizen's Panel (subject to Member approval). Management of panel by Electoral Services, major user of panel, Communications.	Should - the initiative should be done	Peter Le Riche (Communications); Kath Richards (Electoral Services)	Digital Services	Yes. £15K from Shared Prosperity Fund (subject to member approval) for engagement/recruitment via an agency. £5K per annum revenue growth for panel incentives	Jul-23	Dec-23
OD051	CBP Strategy Action	Project Management Office	Service Review programme to be formulated with re-engineering at the heart of the process. Managers will lead the workshops within and between service areas to ensure maximum efficiency	Standard ToR for a Service Review and consistent approach and understanding.	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No	Apr-23	Mar-24
OD032	CBP Strategy Action	Project Management Office	Conduct a baseline assessment of reviews to be undertaken and prioritisation of service areas.	List of reviews to be undertaken in priority order	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No	Jan-23	Mar-23
OD029	CBP Strategy Action	Project Management Office	Update and implement a corporate service review and improvement toolkit supported by evidence-based research.	Toolkit and resources for internal use	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No	Jan-23	Mar-23

Service Area Plan for Year 2023/24
Business Unit: Chief Execs Office

Corporate Business Plan/Strategy Action
Type of Initiative - Legislation/Regulatory requirement
Type of Initiative - Services/efficiency improvement
Type of Initiative - Income generation
Type of Initiative - Staff Resources requirement



ID	Type of initiative	Service Area	Description of initiative	Outcomes/ Deliverables	Priority	Service Area Lead Team/ Individual(s)	Additional resources required from outside department	Additional growth required? Y/N plus indicative costs ££	Anticipated start date	Anticipated completion date
CEX001	Legislative/Regulatory Change	Procurement Office	Implement changes necessary as a result of the passing of The Procurement Bill, which will reform the existing EU Procurement Rules. 6 month period for implementation upon approval of Legislation	This will require: Changes to CSOs in the Constitution Potentially change of e-procurement software (if InTend does not meet the Open Contracting Standard) Production and publication of a forward plan of procurements Amendments to the procurement toolkit to account to changes to the PCR	Must - the initiative has to be done	Sarah Hall (Procurement)	Legal; CLT/ SLT; Buying Managers, Constitution MWP	May require staff growth TBC; may require growth for e-procurement system est. £30K capital, £5K revenue per annum S&M.	Apr-23	Sep-23
CEX002	Service/efficiency improvement	Procurement Office	Implement any outcomes as a result of the investigation of a Shared Service for Procurement across neighbouring Boroughs.	Project management of any implementation plan	Must - the initiative has to be done	Sarah Hall (Procurement)	Legal; CLT/ SLT; Buying Managers, Constitution MWP	Maintain consultancy services to support change. Growth £30K in 23/24	Apr-23	Jun-23
CEX003	Staff / Resources	Procurement Office	Successfully recruit to existing vacancies in Procurement (Procurement Officer). Depending on outcome of Shared Services review, agree JD/PS for Procurement Manager and recruit to post	Full complement of staff	Must - the initiative has to be done	Sarah Hall (Procurement)	Amanda Fahey	Advertisements in relevant publications/websites - £2K in budget for 23/24. This could increase if recruitment rounds do not attract applicants. Growth £3K	Apr-23	Jun-23
CEX004	Service/efficiency improvement	Project Management Office	Investigate O365 and MS Teams apps and SharePoint capability for further improvements in project management file storage and reporting	Improve transparency of project documentation and improve data capture for project reporting	Could - the initiative could be done if time/resources allow	Sarah Hall (PMO)	Digital Services	Explore with existing resources in 2023/24. Prepare business case for 2024/25 for revenue growth for e.g. Verto Teams app license and hosting est. £8K per annum for up to 50 users plus system set-up and training costs est.£8-10K (capital?)	Jan-23	Jul-23
CEX005	Staff / Resources	Project Management Office	To ensure delivery of service reviews and in particular the Discovery phase and analytical research required, look to add this to the JD of the Project Management (PMO) Officer in the PMO team as a distinct responsibility.	Skilled analytical resource that can be utilised across the organisation as an impartial and independent person for evidence based decision making	Should - the initiative should be done	Sarah Hall (PMO)		Additional responsibility to be added to existing JD may result in a grade rise from 8 to 9. Salary growth of £4380 (including on-costs at 28.5%)	Apr-23	Apr-23
CEX006	Service/efficiency improvement	Bid and Funding Support	Procure renewal of Grants Finder software after initial 1 year pilot to support grants and funding opportunities	Continue use of software package to support finding funding opportunities	Must - the initiative has to be done	Howard Collins	Procurement	Y £5K per annum ongoing (3 year term contract may reduce this slightly)	Jan-23	16/2/2023
CEX007	Staff / Resources	Emergency Planning, Business Continuity, and Corporate Risk	Retender the Emergency Planning contract to have in place a new contract by August 2023.	New contract to provide Emergency planning support and expertise	Must - the initiative has to be done	Marcel Steward	Procurement	Contract costs may increase subject to retender (10% increase would be growth of £7K per annum)	Jan-23	Aug-23
CEX008	Service/efficiency improvement	Project Management Office	Develop and implement a monitoring and reporting process for the actions identified in the Corporate Business Plan and associated strategies. This will become new BAU activity once embedded.	New monitoring and reporting process for CBP strategy actions to provide stakeholders with assurance that they are being progressed and delivered.	Must - the initiative has to be done	Sarah Hall (PMO)	CLT/ SLT	No growth required	Mar-23	Jun-23

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- Corporate Business Plan/Strategy Action
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CEX009	Staff / Resources	Corporate Strategy	Recruit to an additional Assistant Chief Executive (ACE)	Additional capacity at CLT level to support Strategy delivery and organisational development.	Must - the initiative has to be done	Paul Turrell	HR	Y £150K per annum (excl recruitment costs)	Mar-23	Jun-23
CEX010	Service/ efficiency improvement	Project Management Office	Develop and implement a monitoring and reporting process for the actions identified as part of the Climate Change programme to support Ctee reporting on progress. This will become new BAU activity once embedded.	New monitoring and reporting process for climate change actions to provide stakeholders with assurance that they are being progressed and delivered.	Should - the initiative should be done	Sarah Hall (PMO)	Planning policy, climate change officer	No growth required	Feb-23	May-23
CEX011	Service/ efficiency improvement	Public Relations and Marketing	Create and implement a policy setting out acceptable use of social media aimed at employees. The policy will also cover how we respond to negative commenting by our audiences and acceptable content for publication.	Clarity for employees and the public about how we use our primary means of communication.	Should - the initiative should be done	Peter Le Riche, Maddie Lukes	Human Resources	No growth required	Mar-23	Oct-23
CEX012	Service/ efficiency improvement	Public Relations and Marketing	Create a strategy to lay out how we will grow our social media and drive continuous improvement in content and prioritisation of channels. Co-terminus with this will be individual strategies for LinkedIn and Facebook.	A more targeted approach to social media management which will yield greater engagement from the public and more successful delivery of messaging about the Council and its services	Should - the initiative should be done	Peter Le Riche, Maddie Lukes		No growth required	Apr-23	Nov-23
CEX013	Service/ efficiency improvement	Design of print and online documents and graphics and create video	Review Corporate Style Guide to check whether key features are either still appropriate or in need of change.	Continued reassurance that our digital and print design work meets the high standards expected and that the Council can be presented as a single, professional and trusted organisation.	Should - the initiative should be done	Peter Le Riche, Steve Eldridge, Katy McGrath		No growth required	Nov-23	Feb-24
CEX014	Staff / Resources	Public Relations and Marketing	Procurement exercise for the design and print of Runnymede Talks.	Ensure continued value for money in the production of the Council's flagship magazine.	Must - the initiative has to be done	Peter Le Riche		To be met from existing budgets/ advertising (~£2,000)	Mar-23	Jun-23
CEX015	Service/ efficiency improvement	Internal communications	Review all intranet content and assign all pages to owners within services.	Assurance that core content is up to date and valid so employees can rely on information provided to them.	Should - the initiative should be done	Maddie Lukes		No growth required	Mar-23	Aug-23
CEX016	Staff / Resources	External Projects	Represent RBC on the RHUL Partnership Board and bring forward collaborative opportunities over the course of the year	Develop opportunities to work in partnership with RHUL	Should - the initiative should be done	Marcel Steward		No growth required	Apr-23	Mar-24
CEX017	Staff / Resources	External Projects	Represent RBC on the wider immigration group regarding asylum seekers and refugees with specific reference to the Overall Dispersal Arrangements (ODA).	Ensure the Borough is represented on the wider immigration group	Should - the initiative should be done	Marcel Steward		No growth required	Apr-23	Mar-24