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THIS IS A MEETING WHICH THE PUBLIC ARE ENTITLED TO ATTEND

19th July 2021

Dear Sir/Madam

EXECUTIVE COMMITTEE

A meeting of the Executive Committee will be held in Virtually Via Microsoft Teams (if you would like to attend this meeting live via Microsoft Teams please contact committee.services@blaenau-gwent.gov.uk) on Monday, 26th July, 2021 at 1.30 pm.

Yours faithfully

Michelle Morris
Managing Director

AGENDA

Pages

1. SIMULTANEOUS TRANSLATION

You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so. A simultaneous translation will be provided if requested.

We welcome correspondence in the medium of Welsh or English. / Croesawn ohebiaith trwy gyfrwng y Gymraeg neu'r Saesneg.

2. **APOLOGIES**

To receive.

3. **DECLARATIONS OF INTEREST AND
DISPENSATIONS**

To receive.

MONITORING ITEMS - CORPORATE SERVICES

4. **REVENUE BUDGET MONITORING –
2020/2021 PROVISIONAL OUTTURN** 3 - 26

To consider the report of the Chief Officer Resources.

5. **CAPITAL BUDGET MONITORING, PROVISIONAL
OUTTURN FOR 2020/2021 FINANCIAL YEAR
(AS AT 31ST MARCH 2021)** 27 - 48

To consider the report of the Chief Officer Resources.

6. **USE OF GENERAL AND
EARMARKED RESERVES 2020/2021** 49 - 62

To consider the report of the Chief Officer Resources.

7. **BRIDGING THE GAP (BTG) PROGRAMME 2021/2022** 63 - 80

To consider the report of the Chief Officer Resources.

To: Councillor N. Daniels (Chair)
Councillor J. Collins
Councillor D. Davies
Councillor J. Mason
Councillor J. Wilkins

All other Members (for information)
Manager Director
Chief Officers

Agenda Item 4

Executive Committee and Council only

Date signed off by the Monitoring Officer: 14.07.21

Date signed off by the Section 151 Officer: 15.07.21

Committee: **Executive Committee**

Date of meeting: **26 July 2021**

Report Subject: **Revenue Budget Monitoring - 2020/2021 Provisional Outturn**

Portfolio Holder: **Cllr Daniels – Leader / Executive Member Corporate Services**

Report Submitted by: **Rhian Hayden – Chief Officer Resources**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
	24/06/21	14.07.21			26.07.21	26.07.21		

1. Purpose of the Report

- 1.1 The purpose of the report is to update members on the provisional outturn against revenue budget for the financial year 2020/2021 across all portfolios.

2. Scope and Background

- 2.1 This report provides details on the following:

- Provisional outturn position at the end of 2020/2021
- Details of significant adverse variances
- Provisional outturn for Fees & Charges
- Progress on the achievement of the Bridging the Gap Projects for 2020/2021

- 2.2 This report forms part of the financial reporting framework to Members.

3. Options for Recommendation

3.1 Option 1 (Recommended Option)

Members of the Executive Committee (Budget Monitoring) consider the report and provide appropriate challenge to the financial outcomes in the report.

3.2 Option 2

Members of the Executive Committee (Budget Monitoring) do not accept the report.

4. Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan

- 4.1 This report supports the Council Corporate Plan proposed outcome statement 2020/2022 “An ambitious and innovative council delivering the quality services we know matter to our communities”.

5. Implications Against Each Option

5.1 Impact on Budget

5.1.1 The overall financial position across all portfolios at 31 March 2021, is a favourable variance of £2.639m (1.7%), against a total revenue budget of £152m. The figures are provisional and subject to external audit.

5.1.2 The outturn is a significant improvement on the forecast financial position at the end of December 2020, at which time the forecast was a favourable variance of £0.6m. The table below shows the provisional outturn across all Portfolios.

5.1.3 Table 1- The Provisional Outturn

Portfolio/ Committee	2020/2021 Revised Revenue Budget	2020/21 Provisional Outturn @ 31 March 2021	Favourable/ (Adverse) March 2021	Append ref:
	£m	£m	£m	
Underspending Portfolios				
Corporate Services & Financial Management & Strategy	16.730	15.408	1.322	1a
Social Services	45.352	44.231	1.121	1b
Education/Leisure	62.128	61.765	0.363	1c
Economy	1.215	1.195	0.020	1d
Sub Total (1)	125.425	122.599	2.826	
Overspending Portfolios				
Environment	25.532	25.644	(0.112)	1e
Planning	1.118	1.170	(0.052)	1f
Licensing	0.070	0.093	(0.023)	1f
Sub Total (2)	26.72	26.907	(0.187)	
Total	152.145	149.506	2.639	

- 5.1.4 The table indicates that the provisional outturn is lower than the budget by £2.639m (across all services). This is after an initial net contribution to specific reserves of £8.5m.
- 5.1.5 Reviewing the year end position, and in support of the Council's financial resilience, a further transfer to earmarked reserves of £1.2m has been made with the balance of £1.4m transferring to General reserves.
- 5.1.6 The potential for additional costs occurring in subsequent year(s) in dealing with the continuing response & recovery from the impact on the pandemic has been considered and as a result contributions to reserves have been made, the most significant being:-

Table 2 – Reserves

	£'000
General Reserve	1,421
Covid 19 Response & Recovery	2,000
Financial Planning & Resilience	2,500
ICT	1,104
Revenue Grants & Contributions unapplied (various)	2,391
Total	9,416

- 5.1.7 The full impact the provisional outturn has had on reserves and balances for 2020/2021 will be shown in the draft Statement of Accounts and the Provisional Outturn report on Reserves reported later on the agenda.
- 5.1.8 Welsh Government provided significant one-off financial support of £11.9m through the Emergency Hardship Fund for the additional costs and loss of income incurred by the Council, in meeting the costs of delivering services and additional demands and responsibilities arising from the implementation of the UK wide lockdown in March 2020 and subsequent behaviours including social distancing measures, increased infection control, free school meals provision whilst schools were closed, and additional financial support to commissioned social care service providers. The overall financial position in Table 1 includes the funding resources in respect of its own services and loss of income as follows:

Table 3 – Welsh Government Hardship Funding

	£'000
Emergency Hardship Funding – Additional Costs	7,480
Emergency Hardship Funding – Loss of Income	2,197
Council Tax Income Collection - Compensation	524
Council Tax Reduction Scheme – to assist with increased demand	312
Digital Transformation Funding	567
Savings Unachieved Funding	567
Business Grants – administration fees	245
Total	11,892

5.1.9 The Council also acted as an agent for Welsh Government in processing £29m of COVID-19 support payments across a number of schemes. The funding received during 2020/2021 was as follows:

Table 4 – Funding administered on behalf of WG

	£'000
Business Support Grants	27,120
Self-Isolation Payments / SSP Enhancement Payments	568
Care Workers £500 Payment	1,025
Freelance Grant	325
Start Up Grant	75
Total	29,113

5.1.10 The favourable variance has arisen for a number of reasons, the main reasons can be summarised as:-

- Receipt of Welsh Government Hardship funding of £9.6m which has compensated the Council for the additional costs incurred supporting enhanced service delivery in response to the Covid 19 pandemic and lost income (from Covid restrictions)
- Funding of £0.24m for the costs of delivering the Welsh Government support program to the wider community (administration fees)
- Reduced costs (£2.2m when compared to 2019/2020 expenditure when excluding the additional costs funded by the Hardship Fund), due to closure of buildings, staff mileage, delays in filling vacant post, general administration and service provision due to changes in working practices
- Underspends on cross cutting budgets (Commercial & Contract management - and Transformation Fund) not fully utilised of £0.92m.
- Receipt of unbudgeted grants (both un-hypothecated and hypothecated) that have offset core budget funding e.g. Unachieved Savings, Council Tax Collection & Digital Transformation and Winter Pressures.

5.1.11 The provisional outturn of £2.639m favourable variance is a significantly improved position to the forecast at December 2020 of £0.6m favourable variance, and individual Portfolio analysis is provided in the following paragraphs.

5.1.13 **PORTFOLIO ANALYSIS**

5.1.14 The provisional outturn per portfolio is detailed below.

5.1.15 **Social Services - £1,121,000 favourable variance**

5.1.16 The Portfolio has achieved a favourable variance of £1.1m against a budget of £45.4m.

5.1.17 **Children's Services** – Adverse Variance of £346,000

5.1.18 The most significant cost pressures within Children's Services are:

- Payments to Foster Parents - £125,000 overspend due to current demand, which is partially a result of the positive impact of bringing placements back in house and mitigating cost pressures previously encountered within Out of County Placements.
- Legal Costs - £718,000 overspend as a result of commissioning external legal advice to support the current demand.

5.1.19 The cost pressure within Children's Services has been mitigated by:-

- Grant funding of £256,000
- Backdated contributions from Education Department of £133,000 to the cost of CLA placements.
- Continuing Care Income of £189,000
- a number of preventative measures which were implemented during 2018/19 - including the Supporting Change Team and the MYST project. Both initiatives continue to have a proven positive impact on expenditure for 2020/2021.

5.1.20 **Adult Services & Business Management** – Favourable Variance £1.47m

5.1.21 The favourable variance within Adults Services and Business Management is a result of an underspend in:

- Older People aged 65 or over - £693,000 – the underspend is mainly due to ICF/Transformation Grant Funding, vacant posts and the subsequent Winter Pressure Grant.
- Adults aged under 65 with a Learning Disability - £287,000 underspend is due to vacant posts and the transport review undertaken within Community Options resulting in a reduction in the number of vehicles required (£64,000).
- Adults aged under 65 with Mental Health Needs - £75,000 underspend is mainly due to a supported living service being decommissioned, and the Authority contribution to the Deprivation of Liberty Safeguarding Service being lower than originally anticipated.
- Community Care – £235,000 – the underspend is mainly due to a reduction in placement numbers as a result of Covid 19 and winter pressures grant funding.
- Support Service and Management Costs - £164,000 is due to vacant posts, and maximisation of grant funding.

5.1.22 **Education & Leisure - £362,000 favourable variance**

5.1.23 There are four main favourable variances within the Portfolio:-

- Strategic Management £80,000 - End of year information provided by the Greater Gwent LGPS, has indicated that a lower level of contributions on behalf of school based staff, were required in 2020/2021.
- Supporting Special Education Needs – LEA budget £81,000. A secondment arrangement within the Psychology Service has generated income for the service and maintained service delivery.
- Home to College Transport £71,000. Arising from Covid-19 related lockdowns, assistance towards pupil transport costs has been significantly reduced.
- Departmental budget £92,000. The favourable variance has arisen from savings due to a staffing restructure, a delay in the appointment of the Head of School Improvement and Inclusion, a reduction in travelling expenses and the maximisation of specific grants.

5.1.24 There is one main adverse variance within the Portfolio: -

- Independent School Fees £114,000. The increasing cost and number of placements to specialist independent schools has continued throughout the year, albeit the out turn position has improved from the December 2020 forecast position.

5.1.25 It is uncertain at this stage if this adverse variance will continue into the 2021/2022 financial year.

5.1.26 **School Budgets**

5.1.27 The provisional outturn indicates that school balances rose to £3.7m by 31 March 2021, with only one school currently in a deficit position.

5.1.28 **Environment - £112,197 adverse variance**

5.1.29 There are four main favourable variances within the Portfolio;

- Catering £356,354 – The favourable variance is due to school closures and the reduced need for catering. This is offset by expenditure of £267,000 which was not funded through the Hardship Fund including £159,000 free school meals direct payment (offset by the catering underspend).
- Homelessness £111,804 – Temporary accommodation costs for homelessness was funded from the Welsh Government Emergency Hardship Grant.
- Environment Dept. – Corporate Division £144,519 – This is the result of a one off income receipt from CAPITA Gwent following the wind up of Capita Gwent Consultancy.
- Street Lighting £109,000 – this is mainly due to the final payment of the Salix Loan being lower than the budget.

5.1.30 The are 4 main adverse variances within the Portfolio:

- Waste Services £320,694 – this adverse variance was due to several factors including:
 - i. The cost of receptacle's exceeding the budget.
 - ii. A decrease in recycle income due to market fluctuations. This cost pressure has been partly mitigated by funding from the Hardship fund for loss of income.
 - iii. An increase in green waste recycling costs due to a contractor ceasing to trade and the need to implement contingency arrangements at short notice.
 - iv. The delay in the opening of the new HWRC due to the pandemic
- Environmental Health £106,754 – The significant increase in workload required to respond to the pandemic has resulted in the delay in implementing the staff restructure following the termination of the collaborative arrangements.
- Winter Maintenance £141,516 – The Winter Maintenance budget only provides for a minimum level of service and therefore any additional costs resulting from adverse weather will result in an adverse position.
- Unfunded Covid-19 expenditure – this is offset by the underspend on Catering, see comment above.

5.1.31 **Corporate Services - £1,321,987 favourable variance**

5.1.32 There are four main favourable variances within the Portfolio:-

- Departmental Budgets £513,266. The favourable variance is due to:
 - i. a delay in fully implementing the Commercial Services restructure,
 - ii. vacant posts/secondments and consequent delays in recruiting to these posts (i.e. secondments to TTP Service), maternity leave, staff on temporary reduced hours and
 - iii. the maximisation of grant funding.
- Council Tax Collection £222,420. The favourable variance mainly relates to an increase in the level of income recovered in respect of Surplus on Collection.
- Cross Cuttings Budget £918,930. This budget consists of two elements:
 - a) Commercial & Contract Management (£496,410) – This budget has been set up to fund contract price increases during 2020/2021, that cannot be managed within portfolio budgets. However, no requests for funding were submitted during 2020/2021.
 - b) Transformation Fund (£422,520) – This budget has been set up to progress and support the Bridging the Gap programme. However, due to the Council prioritising services to respond to the pandemic, this budget has not been fully utilised, the exception being the development of the business case for the Festival Park proposal.

5.1.33 There are two main adverse variances within the Portfolio: -

- ICT Service £149,302. This adverse variance is mainly a consequence of income previously built into the budget not materialising. The efficiencies were anticipated to be generated from the adoption/development of shared IT platforms. Attempts to try to mitigate this adverse variance have not been possible and as a result a cost pressure has been awarded for the financial year 2021/2022.
- Council Tax Reduction Scheme £244,515. The number of CTRS claimants increased significantly during the year many as a direct consequence of the Covid-19 pandemic. This has a significant impact on this budget, despite the funding (£312,089) received from Welsh Government. A cost pressure of £280,000 has been agreed for 2021/2022, however, it is uncertain at this stage whether the higher levels of claimant numbers will continue throughout 2021/22.

5.1.34 **Fees & Charges**

5.1.35 The 2020/2021 portfolio estimates include income budgets in relation to fees & charges (excluding Council Tax) of £14.8m across all portfolios. Attached at Appendix 2 is an analysis of income received against budget for the financial year for individual portfolios.

5.1.36 The Covid-19 pandemic has had an impact on the Fees & Charges received during the financial year, which is significantly lower (£2.25m) than in 2019/2020, due to the national lockdown imposed in March 2020 and the subsequent closure of services.

5.1.37 Welsh Government recognised the financial hardship facing Local Authorities arising from lost income and provided funding through the Hardship Grant of £2.2m to mitigate in year cost pressures.

5.1.38 **Bridging the Gap Programme (BtG)**

5.1.39 In setting the 2020/2021 budget, a number of strategic Business Reviews identified financial efficiencies of £1.47m. Of this £1.17m (80%) has been achieved, with a shortfall of £0.30m.

5.1.40 The Covid-19 pandemic had a significant impact on the Council's ability to progress a number of the Strategic Business Reviews:

- Industrial Units service review was delayed due to the impact of Covid-19 on the economy.
- Reduced Fees and Charges as a result of closure of services e.g. Day Care/Respite Services following the national lockdown in March 2020.
- Commercial Waste, there was a delay in implementing the new service change due to closure of businesses within the borough as a result of the national lockdown in March 2020.
- Delay in completing Community Asset Transfers.

5.1.41 Welsh Government provided funding of £0.57m un-hypothecated grant to mitigate cost pressures arising from savings not achieved during the financial year.

5.2 **Risk including Mitigating Actions**

5.2.1 Within the overall positive financial position for 2020/21 a number of overspends (identified in Appendix 1) have continued throughout the financial year despite Action Plans being developed and implemented. There is a risk that these could continue into 2021/2022.

5.4 Legal
N/A

5.5 Human Resources
N/A

6. **Supporting Evidence**

6.1 **Performance Information and Data**

6.1.1 A summary page for each portfolio is contained in Appendices 1a to 1g.

6.1.2 Table 5 below indicates a reduction of £2m in net expenditure for 2020/2021 compared to 2019/2020. The table below provides some examples of reductions in expenditure:

Table 5 – Expenditure Reductions

	<u>Reduction in expenditure of:</u> <u>£'000</u>
Agency Payments	598
Redundancy Payments	824
Utilities (Gas, Electricity & Water)	187
Officers Mileage	282
Other Hired Services	96
Printing, Paper, Stationery, Courses etc	78
Total	2,065

6.2 **Expected outcome for the public**

6.2.1 The report details the financial implications for the Council in providing services to the communities of Blaenau Gwent and identifies the financial impact of the Council's response to the Covid-19 pandemic.

6.3 **Involvement (consultation, engagement, participation)**

CLT have considered the provisional financial outturn position for 2020/2021.

6.4 **Thinking for the Long term (forward planning)**

6.4.1 A number of the ongoing cost pressures identified during 2020/2021 have been addressed as part of the budget setting process for 2021/2022.

6.4.2 For new and emerging cost pressures identified during 2021/2022, budget holders will be required to produce Action Plans which will address the cost pressure during the year. These Action Plans will form part of the quarterly budget reports and will be submitted to the Cost Pressure Sub Group for scrutiny, challenge and monitoring.

6.5 **Preventative focus**

6.5.1 The provisional outturn is an improved position when compared to the quarter 3 forecast financial position.

6.5.2 Where it was identified that cost pressures would continue into 2021/2022 financial year, additional funding was awarded as part of the budget setting process.

6.6 **Collaboration / partnership working**

6.6.1 Accountancy works closely with budget holders during the financial year in producing the financial forecast, identifying cost pressures and in developing Action Plans.

6.7 **Integration (across service areas)**

N/A

6.8 **EqlA**

6.8.1 All Strategic Business Reviews go through the EqlA process.

7. **Monitoring Arrangements**

7.1 Financial reporting to Joint Scrutiny and the Executive is carried out on a quarterly basis. Where services are reporting significant cost pressures, there will be a requirement for Budget Holders to develop and implement Action Plans these will be reported to the Cost Pressure Sub Group, on a quarterly basis.

Background Documents /Electronic Links

- *Appendix 1 – Portfolio Summaries*
- *Appendix 2 – Fees and Charges*

CORPORATE SERVICES PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
SUMMARY			
<u>DEPARTMENTAL AND OTHER RECHARGEABLE SERVICES</u>			
Corporate Services Department	(72,070)	(495,287)	423,217
Resources Department	(28,190)	(118,239)	90,049
Sub Total	(100,260)	(613,526)	513,266
<u>COMMERCIAL SERVICES</u>			
Archives	151,640	142,789	8,851
Festival Park	92,820	98,188	(5,368)
Housing Benefit	(117,130)	(119,219)	2,089
ICT Service	483,400	632,702	(149,302)
Cross Cutting	(50,000)	(50,000)	0
Sub Total	560,730	704,460	(143,730)
<u>LEGAL & CORPORATE COMPLIANCE SERVICES</u>			
Conducting Elections	0	2,663	(2,663)
Registration of Electors	16,670	17,499	(829)
Registration of Births, Marriages and Deaths	33,630	40,159	(6,529)
Sub Total	50,300	60,321	(10,021)
<u>GOVERNANCE & PARTNERSHIP SERVICES</u>			
Corporate Management	107,370	106,428	942
Democratic Representation and Management	1,239,940	1,235,135	4,805
CCTV Cameras	84,000	67,129	16,871
Civil Contingencies	100,820	98,757	2,063
Sub Total	1,532,130	1,507,449	24,681
<u>RESOURCES SERVICES</u>			
Corporate Management	388,810	378,026	10,784
Non Distributed Costs	777,990	738,833	39,157
Apprenticeship Levy	320,000	340,282	(20,282)
Council Tax Collection	(1,315,610)	(1,538,030)	222,420
Council Tax Reduction Scheme	9,257,740	9,502,255	(244,515)
N.N.D.R. Collection	(107,040)	(118,317)	11,277
Grants and Subscriptions	57,270	57,270	0
Cross Cutting Budget	988,410	69,480	918,930
Sub Total	10,367,570	9,429,799	937,771
<u>CORPORATE CHARGES</u>			
Corporate Recharges	4,319,750	4,319,730	20
Sub Total	4,319,750	4,319,730	20
Covid-19 Related Expenditure	0	0	0
CORPORATE SERVICES TOTAL EXPENDITURE	16,730,220	15,408,233	1,321,987

SOCIAL SERVICES PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
SUMMARY			
<u>SOCIAL SERVICES</u>			
Children's Services - Commissioning and Social Work	3,562,580	3,379,857	182,723
Looked After Children	6,951,460	7,569,428	(617,968)
Family Support Services	188,603	169,469	19,134
Youth Justice	232,922	228,118	4,804
Other Children's and Family Services	2,312,235	2,246,593	65,642
Older People Aged 65 or Over	6,062,020	5,368,683	693,337
Adults Aged Under 65 with a Physical Disability or Sensory Impairment	41,800	35,889	5,912
Adults Aged Under 65 with Learning Disabilities	3,687,900	3,400,467	287,433
Adults Aged Under 65 with Mental Health Needs	596,710	521,844	74,866
Other Adult Services	357,910	347,219	10,691
Community Care	15,371,780	15,137,226	234,554
Support Service and Management Costs	1,023,280	860,978	162,302
Corporate Recharges	4,962,770	4,960,704	2,066
Social Services COVID-19 Costs	0	4,590	(4,590)
Total Expenditure	45,351,970	44,231,066	1,120,904

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
<u>EDUCATION PORTFOLIO</u>			
SCHOOLS BUDGET:-			
Individual Schools Budget	45,069,380	45,069,380	0
Education Improvement Grant	257,800	266,463	(8,663)
Other Costs	662,320	637,130	25,190
Supporting Special Education Needs	1,707,570	1,728,918	(21,348)
Total Schools Budget	47,697,070	47,701,891	(4,821)
LEA BUDGET:-			
Strategic Management	2,282,620	2,202,714	79,906
Assuring Access to Schools	2,143,370	2,169,199	(25,829)
Facilitating School Improvement	419,760	394,077	25,683
Supporting Special Education Needs	327,940	246,523	81,417
Total LEA Budget	5,173,690	5,012,513	161,177
Further Education & Training	133,290	62,313	70,977
Youth Service	380,873	340,053	40,820
Other Expenditure	141,037	127,619	13,418
Corporate Support Recharges	4,225,700	4,232,713	(7,013)
Education Departmental Budget	(4,000)	(95,990)	91,990
Covid related expenditure	0	15,433	(15,433)
TOTAL - EDUCATION	57,747,660	57,396,545	351,115
<u>ACTIVE LIVING PORTFOLIO</u>			
Corporate Charges	1,164,900	1,130,014	34,886
Life Leisure Trust - Management Fee	3,215,660	3,239,241	(23,581)
Total Active Living and Learning Portfolio	4,380,560	4,369,255	11,305
OVERALL TOTAL	62,128,220	61,765,800	362,420

ECONOMY PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
SUMMARY			
<u>DEPARTMENTAL SERVICES</u>			
Economic Strategy and Development - Departmental Budget	(1,240)	(15,544)	14,304
Estates Management - Rechargeable	0	40,047	(40,047)
<i>Sub Total</i>	<u>(1,240)</u>	<u>24,503</u>	<u>(25,743)</u>
<u>ECONOMY SERVICES</u>			
Affordable Housing	0		0
Aspire	0		0
Community Benefits Investment	0		0
CSCS	(10,000)	(16,780)	6,780
Destination Management	16,150	940	15,210
DRivE	0		0
Financial Support to Business	4,140	(2,650)	6,790
General Offices	(75,762)	(113,748)	37,986
Industrial Land	6,946	(2,341)	9,287
Inspire	0		0
Nursery Units/Misc. Industrial Premises	(827,311)	(772,732)	(54,579)
Pentagon	0		0
Regeneration Projects	4,900	9,429	(4,529)
Resilient Project	0		0
Estates Management Non Rechargeable	(92,998)	(132,572)	39,574
IRTPilot	0	8,679	(8,679)
Economy Impairment	0	157	(157)
Foundational Economy	0	1,842	(1,842)
<i>Sub Total</i>	<u>(973,935)</u>	<u>(1,019,776)</u>	<u>45,841</u>
Corporate Recharges	2,189,880	2,189,880	0
Funding from General Reserves	0		0
Total Expenditure	<u><u>1,214,705</u></u>	<u><u>1,194,607</u></u>	<u><u>20,098</u></u>

ENVIRONMENT PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
SUMMARY			
<u>COMMUNITY SERVICES</u>			
<u>DEPARTMENTAL SERVICES</u>			
Environment Department - Corporal	0	(144,515)	144,515
Environmental Services Division	0	(34,607)	34,607
Technical Services - Engineering & Property Management	(14,163)	(10,200)	(3,963)
Sub Total	(14,163)	(189,322)	175,159
<u>WASTE SERVICES</u>			
Waste Services Team	0	0	0
Sub Total	0	0	0
<u>WASTE COLLECTION</u>			
Household and Trade Waste Collect	612,320	644,081	(31,761)
Recycling Collection	2,012,370	2,098,550	(86,180)
Bulky Waste Collection	(4,224)	(4,527)	303
Sub Total	2,620,466	2,738,104	(117,638)
<u>WASTE TRANSFER</u>			
Civic Amenity Sites	247,970	323,952	(75,982)
HWRC Roseheyworth	360,480	216,451	144,029
Transfer Station	569,370	576,996	(7,626)
Sub Total	1,177,820	1,117,399	60,421
<u>WASTE DISPOSAL</u>			
Disposal Of Waste	999,730	1,002,373	(2,643)
Recycling Disposal	18,294	234,666	(216,372)
Trade Waste Collection, Transfer &	(30,974)	13,471	(44,445)
Sub Total	987,050	1,250,510	(263,460)
<u>PUBLIC SERVICES</u>			
County Borough Cleansing	1,086,700	1,077,631	9,069
Cemeteries / Crematorium	(280,381)	(280,281)	(100)

ENVIRONMENT PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
Grounds Maintenance	942,857	899,095	43,762
Countryside Recreation Sites	34,690	29,462	5,228
General Entertainment	2,530	574	1,956
Sub Total	1,786,396	1,726,481	59,915
<u>FACILITIES MANAGEMENT</u>			
Corporate Landlord	1,235,205	1,234,900	305
Corporate Property	11,300	11,298	2
Building Cleaning	86,834	86,834	0
Catering Account	137,462	(218,892)	356,354
Appetite For Life	30,971	30,971	0
School Breakfast Club	384,010	384,010	0
Sub Total	1,885,782	1,529,121	356,661
<u>HIGHWAYS & ROADS SERVICES</u>			
Highways - Street Care Team	0	1,841	(1,841)
Non Operational Land	1,460	0	1,460
Licensing (Highway Permits)	(46,986)	(46,986)	0
Shopping Arcade, Abertillery	2,780	1,003	1,777
Road and Street Works Acts	(18,918)	(46,713)	27,795
Multi-Storey Car Parks	184,033	183,224	809
On Street Parking	1,100	0	1,100
Surface Car Parks	31,790	30,585	1,205
Public Transport Co-Ordination	900	(268)	1,168
Bridges	77,590	103,425	(25,835)
Structural Maintenance (Principal and Other Roads)	192,634	192,634	0
Environmental Maintenance (Principal and Other Roads)	17,799	17,799	0
Safety Maintenance (Principal and Other Roads)	49,792	49,792	0
Routine Repairs (Principal and Other Roads)	840,135	839,976	159
Street Lighting	1,193,090	1,084,082	109,008
Winter Maintenance	390,340	531,855	(141,515)
Sub Total	2,917,539	2,942,249	(24,710)

ENVIRONMENT PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
<u>TRANSPORT SERVICES</u>			
Traffic Orders	(16,024)	(27,123)	11,099
Highways Adoptions	(6,497)	(6,497)	0
Traffic / Accident Research	14,521	7,921	6,600
Traffic Management	7,927	7,927	0
Civil Parking Enforcement	0	(11,468)	11,468
Road Safety Education	18,340	32,760	(14,420)
Crossing Patrols	149,220	149,220	0
Concessionary fares and Support to Operators	231,050	222,456	8,594
Local Transport Plans	2,620	0	2,620
Home to School Transport	0	0	0
Transport and Heavy Plant	58,850	58,850	0
<i>Sub Total</i>	<u>460,007</u>	<u>434,046</u>	<u>25,961</u>
<u>CULTURAL & ENVIRONMENTAL SERVICES</u>			
General Administration and Markets	(25,480)	(26,925)	1,445
Countryside Programme and Manag	1,034	3,853	(2,819)
Landscaping and Afforestation	21,412	32,858	(11,446)
Reservoirs, Tips, Quarries and Mine	10,130	695	9,435
Flood Defence And Land Drainage	94,084	94,084	0
ENRaW	0	0	0
City Deal	62,700	51,040	11,660
<i>Sub Total</i>	<u>163,880</u>	<u>155,605</u>	<u>8,275</u>
COMMUNITY SERVICES TOTAL EXPENDITURE	<u>11,984,777</u>	<u>11,704,193</u>	<u>280,584</u>
<u>PUBLIC PROTECTION</u>			
<u>DEPARTMENTAL SERVICES</u>			
Environmental Health	18,636	125,390	(106,754)
<i>Sub Total</i>	<u>18,636</u>	<u>125,390</u>	<u>(106,754)</u>
<u>CARAVAN SITES</u>			
Cwmcrachen Caravan Site	(54,735)	(15,492)	(39,243)
<i>Sub Total</i>	<u>(54,735)</u>	<u>(15,492)</u>	<u>(39,243)</u>

ENVIRONMENT PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
<u>ENVIRONMENTAL HEALTH</u>			
Food Safety	6,311	8,439	(2,128)
Control of Pollution	9,717	9,085	632
Dog Wardens	1,512	(183)	1,695
Animal Health and Welfare	23,358	20,028	3,330
Pest Control	62,000	60,003	1,997
Littering and Dog Control Orders	0	(15,871)	15,871
Health and Safety at Work (Commer	1,514	(994)	2,508
<i>Sub Total</i>	<u>104,412</u>	<u>80,507</u>	<u>23,905</u>
<u>HOUSING SERVICES</u>			
Homelessness	244,683	132,878	111,805
20 Church Street	16,874	29,135	(12,261)
General Properties	(8,164)	(7,416)	(748)
Housing Access	48,968	51,111	(2,143)
Works in Default	17	(1,840)	1,857
Disabled Facilities Grants	1,040	660	380
<i>Sub Total</i>	<u>303,418</u>	<u>204,528</u>	<u>98,890</u>
<u>TRADING STANDARDS</u>			
Trading Standards	(18,000)	(28,818)	10,818
Inspection and Enforcement	4,388	68	4,320
<i>Sub Total</i>	<u>(13,612)</u>	<u>(28,750)</u>	<u>15,138</u>
PUBLIC PROTECTION TOTAL EXPENDITURE	<u>358,119</u>	<u>366,183</u>	<u>(8,064)</u>
<u>CORPORATE CHARGES</u>			
Fire Service	3,405,680	3,405,680	0
Coroner's Court	120,830	112,766	8,064
Corporate Recharges	9,662,500	9,662,500	0
Procurement Saving	0	0	0
Prudential Borrowing	0	0	0
Flood Costs	0	16,190	(16,190)
Single Payroll System	0	109,816	(109,816)

ENVIRONMENT PORTFOLIO

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
CORPORATE CHARGES TOTAL EXPENDITURE	13,189,010	13,306,952	(117,942)
Covid-19 Related Expenditure	0	266,775	(266,775)
TOTAL EXPENDITURE	25,531,906	25,644,103	(112,197)

PLANNING COMMITTEE AND LICENSING COMMITTEE

Item	Revised Estimate 2020/2021	Total Forecast Expenditure to March 2021	Variance Favourable / (Adverse)
	£	£	£
PLANNING COMMITTEE SUMMARY			
<u>BUILDING CONTROL</u>			
<u>DEPARTMENTAL SERVICES</u>			
Building Control	0	0	0
<u>BUILDING CONTROL SERVICES</u>			
Building Regulations	3,140	3,140	0
Dangerous Structures	22,200	4,456	17,744
<i>Building Control Total Expenditure</i>	<i>25,340</i>	<i>7,596</i>	<i>17,744</i>
<u>DEVELOPMENT MANAGEMENT</u>			
<u>DEPARTMENTAL SERVICES</u>			
Development Management	0	81	(81)
<u>DEVELOPMENT MANAGEMENT SERVICES</u>			
Dealing with Applications	(202,740)	(162,166)	(40,574)
Planning Appeals	3,190	0	3,190
Enforcement	(30)	290	(320)
<i>Development Management Total Expenditure</i>	<i>(199,580)</i>	<i>(161,795)</i>	<i>(37,785)</i>
<u>DEVELOPMENT PLANS</u>			
<u>DEPARTMENTAL SERVICES</u>			
Development Plans	0	31,775	(31,775)
<u>DEVELOPMENT PLANS SERVICES</u>			
Development Plans	34,080	34,079	1
<i>Development Plans Total Expenditure</i>	<i>34,080</i>	<i>65,854</i>	<i>(31,774)</i>
Corporate Recharges	1,257,740	1,257,740	0
Funding from General Reserves	0	0	0
Covid-19 Related Expenditure	0	0	0
Planning Committee Total Expenditure	1,117,580	1,169,395	(51,815)
LICENSING COMMITTEE SUMMARY			
Licensing	33,360	55,823	(22,463)
Internal Recharges	37,010	37,010	0
Funding from General Reserves	0	0	0
Covid-19 Related Expenditure	0	0	0
Licensing Committee Total Expenditure	70,370	92,833	(22,463)

Fees and Charges Provisional Out turn 2020/2021 (As at 31st March 2021)

Portfolio	Service	Description of Income	Income Source	Revised Estimate 2020/2021	Actual Income Received	Variance Favourable / (Adverse)
				£	£	£
Fees & Charges						
Corporate Services	Communications	Advertising	Fees & Charges	9,910	237	(9,673)
Corporate Services	Business Support	External Printing and photocopying charges.	Fees & Charges	8,000	5,656	(2,344)
Corporate Services	Legal Fees	Legal Charges	Fees & Charges	14,330	4,862	(9,468)
Corporate Services	Corporate Support	Land Charges	Fixed - Set Locally	32,150	35,702	3,552
Economy	General Offices	Rental Income	Fees & Charges	64,969	14,064	(50,905)
Economy	Departmental	Reimbursement of staff costs and receipts for external works	SLA	66,494	35,537	(30,957)
Environment	Household and Trade Waste Collection		Fees & Charges	0	0	0
Environment	Recycling Collection	Recycling Collection & Disposal Income - Commercial Customers	Fees & Charges	0	0	0
Environment	Trade Waste	Trade Waste Collection & Disposal Income - Commercial Customers	Fees & Charges	140,593	103,742	(36,851)
Environment	Bulky Waste Collection	Bulky Waste Collection	Fees & Charges	71,687	73,072	1,385
Environment	Recycling Disposal	Sale of Recyclate Materials	Fees & Charges	629,721	385,186	(244,535)
Environment	County Borough Cleansing	C&CR - External Cleansing Works	Fees & Charges	210	0	(210)
Environment	Cemeteries / Crematorium	Burial Fees	Fees & Charges	495,080	492,857	(2,223)
Environment	Cemeteries / Crematorium	General Properties	Fees & Charges	2,630	3,000	370
Social Services	Meals On Wheels	Sale of Meals	Fees & Charges	175,280	162,307	(12,973)
Environment	Grounds Maintenance	Income from Letting of Playing Fields, Ground Rent & Way Leaves	Fees & Charges	59,901	63,287	3,386
Environment	General Properties	Rental Income	Fees & Charges	8,164	7,416	(748)
Environment	Cwmcrachen Caravan Site	Rental	Fees & Charges	113,947	108,244	(5,703)
Environment	Dog Wardens	Byelaw Enforcement Fees	Fees & Charges	1,986	1,296	(690)
Environment	Corporate Landlord	Civic Centre - Rental of Land	Miscellaneous	797	693	(104)
Environment	School Catering Service	Sale of Meals		814,091	197,150	(616,941)
Financial Management and Strategy	Accountancy Division	Administration charges for administering Appointeeships	Fees & Charges	26,030	17,901	(8,129)
Infrastructure	Technical Services - Engineering & Property Management	Reimbursement of staff costs and receipts for external works	Fees & Charges	418,501	485,314	66,813
Infrastructure	FEP - Increase in Income	Fees	Fees & Charges	0	0	0
Infrastructure	Licensing (Highway Permits)	Skips & Scaffolding Permits	Fees & Charges	47,141	24,567	(22,574)
Infrastructure	General Administration and Markets	Rental income	Fees & Charges	29,875	4,954	(24,921)
Infrastructure	Traffic Orders	Income from contractors, Welsh Water etc. for road works	Fees & Charges	24,324	32,530	8,206
Infrastructure	Road and Street Works Acts	Inspection fees, section 74's, FPN, coring, Dropped kerbs etc.	Fees & Charges	101,020	86,345	(14,675)
Infrastructure	Highways Adoptions	Highway Searches	Fees & Charges	6,497	6,497	0
Infrastructure	Multi-storey Carparks	Charge to Coleg Gwent	Fees & Charges	30,000	30,000	0
Infrastructure	Civil Parking Enforcement	FPN's	Fees & Charges	105,000	43,696	(61,304)
Infrastructure	Public Transport Co-Ordination	Charge to bus companies for use of Brynmawr Bus Station	Fees & Charges	234	268	34
Licensing	Hackney Carriages	Licence Fees	Fees & Charges	78,030	48,444	(29,586)
Licensing	Private Hire Vehicles	Licence Fees	Fees & Charges	1,830	224	(1,606)
Licensing	Scrap Metal	Sale of Scrap Metal	Fees & Charges	600	424	(176)
Planning	Enforcement	Enforcement Fees	Fees & Charges	610	0	(610)
Social Services	Older People aged 65 or over	Fees & Charges in respect of Care (Cwrt Mytton, Home Care, Extra Care & Joint Day Care Unit)	Fees & Charges	582,720	512,012	(70,708)
Social Services	Adults aged under 65 with Learning Disabilities	Fees & Charges in respect of Care (Augusta, Supported Living Bungalows & Community Options)	Fees & Charges	337,580	82,425	(255,155)
Social Services	Adults aged under 65 with Mental Health Needs	Fees & Charges in respect of Care (Vision House & Ysbyty'r Tri Chwm)	Fees & Charges	24,920	604	(24,316)
Social Services	Support Service and Management Costs	Fees & Charges in respect of Piper Alarms (IAA)	Fees & Charges	0	0	0
		Sub - Total		4,524,852	3,070,513	(1,454,339)

Fees and Charges Provisional Out turn 2020/2021 (As at 31st March 2021)

Portfolio	Service	Description of Income	Income Source	Revised Estimate 2020/2021	Actual Income Received	Variance Favourable / (Adverse)
				£	£	£
Fees & Charges - Set Nationally						
Corporate Services	Registration of Births, Marriages and Deaths	Registration of Births, Marriages and Deaths	Fixed - Set Nationally	94,770	56,237	(38,533)
Environment	Food Safety	Hygiene ratings & Health Certificates	Fixed - Set Nationally	2,040	4,739	2,699
Environment	Control of Pollution	Environmental Permits	Fixed - Set Nationally	16,563	9,968	(6,595)
Environment	Health and Safety at Work (Commercial Prem.)	Petroleum + Tattoo Licences	Fixed - Set Nationally	0	1,011	1,011
Environment	Trading Standards	Explosives Licences	Fixed - Set Nationally	776	185	(591)
Licensing	Licence Fees	Various (Gambling, Premises/ Clubs & Street Trading)	Fixed - Set Nationally	57,900	54,248	(3,652)
Planning	Dealing with Applications	Planning Application Fees	Fees & Charges	213,360	171,509	(41,851)
Planning	Building Regulations	Building Regulation Fees	Fixed - Set Nationally	95,620	90,184	(5,436)
Social Services	Older People aged 65 or over	CHC Income (Home Care)	Fixed - Set Nationally	0	61,597	61,597
Social Services	Adults aged under 65 with Learning Disabilities	CHC Income (Augusta House; Supported Living Bungalows; Community Options)	Fixed - Set Nationally	50,000	43,717	(6,283)
Social Services	Community Care	Fees & Charges in respect of Care	Fixed - Set Nationally	3,412,830	3,159,619	(253,211)
Social Services	Older People aged 65 or over	Sale of Property (Cwrt Mytton)	Fixed - Set Nationally	0	46,598	46,598
Social Services	Community Care	Sale of Property	Fixed - Set Nationally	292,340	251,592	(40,748)
Social Services	Community Care	CHC Income	Fixed - Set Nationally	391,000	28,406	(362,594)
Social Services	Support Service and Management Costs	CHC Income (Adult Service Managers)	Fixed - Set Nationally	0	0	0
		Sub - Total		4,627,199	3,979,610	(647,589)
Fees & Charges - In Line with Local Agreements						
Economy	Industrial Land	Ground rent and commercial bookings	Fixed - Set Locally	2,824	2,900	76
Economy	Nursery Units/Misc. Industrial Premises	Rental income for industrial units	Fixed - Set Locally	841,195	709,699	(131,496)
Economy	Estates - Non Rechargeable	Ground Rent	Fixed - Set Locally	143,358	101,955	(41,403)
Economy	Financial Support to Business	Ground rent and commercial bookings	Fixed - Set Locally	2,650	2,650	0
Economy	CSCS	Charges for Construction Skills Certificates	Fixed - Set Locally	10,000	81	(9,919)
Environment	Corporate Landlord	Little Stars Nursery - Rent (Recovery of costs)	Miscellaneous	8,496	13,287	4,791
Education	Inter Authority Recoupment	Charges to other Local Authorities for SEN placements within Blaenau Gwent Schools	Fixed - Set Locally	631,370	730,366	98,996
		Sub - Total		1,639,893	1,560,938	(78,955)
		Total - Fees & Charges		10,791,944	8,611,061	(2,180,883)
SLA						
Aneurin Leisure Trust	SLA Income	Provision of Support Services	SLA	243,600	254,000	10,400
Environment	Grounds Maintenance	SLA	SLA	168,220	168,285	65
Financial Management and Strategy	Accountancy Division	Support Services SLA with Schools	SLA	178,270	178,270	0
Corporate Services	Organisational Development, Payroll & Health & Safety	Support Services SLA with Schools	SLA	307,210	307,210	0
Corporate Services	Legal Fees & GDPR	Support Services SLA with Schools	SLA	40,350	40,350	0
Corporate Services	Communications	Support Services SLA with Schools	SLA	3,130	3,130	0
Corporate Services	Performance (SIMS Support)	Support Services SLA with Schools	SLA	74,260	74,260	0
Corporate Services	Business Support (Courier)	Support Services SLA with Schools	SLA	5,550	5,550	0
Financial Management and Strategy	Creditors Division	Support Services SLA with Schools	SLA	6,230	6,230	0
Corporate Services	ICT	Support Services SLA with Schools	SLA	0	0	0
Environment	School Catering	SLA with Schools (excludes Corporate Landlord)	SLA	1,089,772	1,098,017	8,245
Environment	Cleaning Services	SLA with Schools	SLA	1,069,989	1,069,989	0
Infrastructure	CPM - Schools Biodiversity SLA	SLA with Schools	SLA	14,000	7,125	(6,875)
Infrastructure	Winter Maintenance	SLA with LA's for salt Storage	SLA	13,000	13,000	0
		Sub - Total		3,213,581	3,225,416	11,835

Fees and Charges Provisional Out turn 2020/2021 (As at 31st March 2021)

Portfolio	Service	Description of Income	Income Source	Revised Estimate 2020/2021	Actual Income Received	Variance Favourable / (Adverse)
				£	£	£
Court Fees/Fixed Penalty Notices/Fines						
Corporate Services	Corporate Services and Strategy	Legal income and land charges. Advertising.	Court Fees/FPN/Fines/Legal	10,000	9,404	(596)
Education	Welfare Service	Fixed Penalty Notices	Court Fees/FPN/Fines/Legal	2,110	1,975	(135)
Environment	Littering and Dog Control Orders	Income in relation to FPNs	Court Fees/FPN/Fines/Leg	8,765	24,186	15,421
Corporate Services	Payroll Division	Attachment Orders	Court Fees/FPN/Fines/Legal	1,020	328	(692)
Financial Management and Strategy	Council Tax Collection	Court Costs	Court Fees/FPN/Fines/Legal	162,680	12,583	(150,097)
Financial Management and Strategy	NNDR	Court Costs	Court Fees/FPN/Fines/Legal	1,800	0	(1,800)
Corporate Services	Housing Benefits Account	Admin Penalties	Court Fees/FPN/Fines/Legal	25,000	0	(25,000)
		Sub - Total		211,375	48,476	(162,899)
Consortium Arrangements						
Economy	General Offices	Annual Service & Rental Charge to Torfaen CBC in relation to Archives	Consortium Arrangements	76,438	83,154	6,716
Environment	Disposal Of Waste	Contribution from SVWS	Consortium Arrangements	110,000	110,000	0
Environment	Cemeteries / Crematorium	Crematorium Income - Reallocation of surplus at year end	Consortium Arrangements	131,925	137,537	5,612
Environment	20 Church Street	Housing Advice Centre Contribution	Consortium Arrangements	11,975	6,550	(5,425)
Environment	Housing Access	Income from Housing Associations in relation to Administration of the Common Housing Register	Consortium Arrangements	110,763	108,711	(2,052)
Environment	Environmental Health	Public Protection Collaboration with Torfaen CC	Consortium Arrangements	0	0	0
		Sub - Total		441,101	445,952	4,851
Miscellaneous						
Education	Supporting Special Educational Needs	Internal Income - Recovery of pupil lead funding from schools.	Internal Income	50,000	53,785	3,785
Corporate Services	Corporate Procurement Division	Rebates - Energy & Randstad	Miscellaneous	95,700	81,808	(13,892)
Corporate Services	Corporate Procurement Division	Purchase Card Income	Miscellaneous	5,140	4,808	(332)
Infrastructure	L&A - Invasive Weeds	Contribution from Caerphilly for Treatment of Knotweed	Miscellaneous	10,000	0	(10,000)
		Sub - Total		160,840	140,401	(20,439)
		TOTAL		14,818,841	12,471,306	(2,347,535)

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Agenda Item 5

Executive Committee and Council only

Date signed off by the Monitoring Officer: 14.07.21

Date signed off by the Section 151 Officer: 15.07.21

Committee: **Executive Committee**
Date of meeting: **26th July 2021**
Report Subject: **Capital Budget Monitoring, Provisional Outturn For 2020/2021 Financial Year (As At 31 March 2021)**
Portfolio Holder: **Cllr Daniels – Leader/ Executive Member Corporate Services**
Report Submitted by: **Rhian Hayden – Chief Officer Resources**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
	08/07/2021	15.07.21			26/07/2021	26.07.21		

1. Purpose of the Report

- 1.1 To provide members with an overview of each Portfolio's provisional outturn capital expenditure against funding approvals for the 2020/2021 financial year, as at 31st March 2021.

2. Scope and Background

- 2.1 This report provides details on the following:

- Provisional outturn financial position to 31st March 2021 across all portfolios
- Details of any significant adverse and/or favourable variances

This report forms part of the quarterly financial reporting framework to Members.

2.2

3. Options for Recommendation

3.1 Option 1 (Recommended Option)

Members of the Executive Committee accept the report and

- Provide appropriate challenge to the financial outcomes in the report.
- Continue to support appropriate financial control procedures agreed by Council.
- To note the budgetary control and monitoring procedures in place within the Capital Team, to safeguard Authority funding.

3.2 Option 2

Do not accept the report.

4. Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan

- 4.1 This report supports the Forward Looking Corporate Plan 2020/22 as it ensures effective forward financial planning arrangements are in place to support the Council's financial resilience. This is a key element to achieving "An ambitious and innovative council delivering the quality services we know matter to our communities"

5. Implications Against Each Option

5.1 *Impact on Budget (short and long term impact)*

- 5.1.1 The overall provisional financial position as at 31st March 2021 indicates a £161k underspend against a total in year capital budget of £17.78m.

The overall position across all Portfolios is shown below: -

Total Approvals Q4 (Mar 2021)	Future funding	In year funding	Actual Expenditure to 31/03/2021 (Month 12)	Variance underspent / (overspent)
£000	£000	£000	£000	£000
70,428	52,651	17,779	17,618	161

- 5.1.2 A number of infrastructure projects are reporting an underspend at year end, the total cost of the works was less than the in-year grant approval allocated by the Welsh Government, therefore the grant allocation was not able to be claimed in full.
- 5.1.3 Future year funding of £52m which consists of approved external grant and the authorities own funding will be carried forward into future financial years. The authorities own Capital Programme Funding will be carried forward to the financial year 2021/2022 in accordance with slippage procedures, with agreement by the Corporate Leadership Team.
- 5.1.4 Previous reports identified significant in year overspends on the Household Waste Recycling Centre and Lime Avenue Business Park projects of £204,095 & £234,710 respectively. Expenditure on these schemes for 2020/21 are within agreed budget levels however overspends against overall funding levels are expected during the next financial year, 2021/22.
- 5.1.5 The final account on the Roseheyworth Household Waste Recycling construction will be settled in the first quarter of 2021/22. The Authority will continue to liaise with the contractor to mitigate the final costs and to secure additional funding.
- 5.1.6 The previous report identified an estimated overspend of approximately £235K in relation to the Lime Avenue Hybrid Units, discussions have been ongoing with Welsh Government with regards to funding this. A claim has been submitted for this overspend and we should find out during the new financial year whether the additional funding will be forthcoming.

5.2 Risk including Mitigating Actions

- 5.2.1 Expenditure against external funding approvals needs to be maximised in order to avoid loss of funding. If significant delays in capital expenditure are anticipated or contract costs rise due to the impact of Covid-19, liaison with funding bodies will be required at the earliest opportunity in order to secure approval for funding re-profile.
- 5.2.2 If funding re-profile cannot be agreed and capital schemes are not kept within budget, then capital reserves may be committed beyond affordable levels, with the consequence that projects that have not yet commenced may be deferred or not undertaken, so impacting upon future Capital Programmes.
- 5.2.3 If capital schemes do not achieve the required level of expenditure within the correct financial year and further peaks of the Covid-19 pandemic results in projects facing significant delay, funding may be lost to the Authority and be detrimental to the Authority's chances of securing future funding.
- 5.2.4 The aforementioned risks are mitigated as far as possible through close working relationship with Budget Holders, Technical Services and external funding bodies such as Welsh Government. This ensures that where possible, funding is maximised or funding amendments are secured should the need arise
- 5.2.5 Where overall funding approvals are likely to be exceeded and additional compensatory funding sources cannot be identified, budget holders will initially report the consequences to the Corporate Leadership Team, including proposals to defer/delete other approved schemes.
- 5.2.6 There is a potential risk of increase in Constructions costs & services following the ongoing situation regarding the UK's Exit from the European Union.
- 5.2.7 The UK's Exit from the EU has been added as an organisational risk to the corporate risk register, whilst a separate, more detailed high level action plan has been developed and is being monitored by the Core Planning Group.

5.3 Legal N/A

5.4 Human Resources N/A

6. Supporting Evidence

6.1 *Performance Information and Data*

- 6.1.2 The Capital programme is attached at Appendix 1.
- 6.1.3 Appendix 2 provides information of funding changes since the third quarter report.

6.2 ***Expected outcome for the public***

- 6.2.1 The report details the financial implications for the Council in providing capital investment for the communities of Blaenau Gwent.

All forecast overspends and underspends are managed in order that secured funding approvals are not lost and to mitigate any potential adverse impact upon future Capital investment in Blaenau Gwent.

6.3 ***Involvement (consultation, engagement, participation)***

The Capital Programme is developed to support the Council's strategic priorities and is considered and agreed by full Council. Corporate Overview Joint Budget Scrutiny and Executive Committees consider the budget monitoring reports on a quarterly basis and provide challenge as appropriate.

6.4 ***Thinking for the Long term (forward planning)***

It is essential that all forecast overspends and underspends are managed in order that secured funding approvals are not lost and to mitigate any potential adverse impact upon the future capital programme.

6.5 ***Preventative focus***

The Capital & Corporate Accountancy team will continue their close working relationship with budget holders and external funding bodies to ensure that funding is maximised or funding amendments are secured in future financial years.

6.6 ***Collaboration / partnership working***

The Capital & Corporate Accountancy team works closely with budget holders in producing the financial forecasts / outturn and with external funding bodies to ensure that where possible funding is maximised or funding amendments are secured should the need arise.

6.7 ***Integration (across service areas)***

N/A

6.8 ***EqIA (screening and identifying if full impact assessment is needed)***

N/A

7. **Monitoring Arrangements**

- 7.1 Financial reporting to the Joint Budget Scrutiny Committee and the Executive Committee is carried out on a quarterly basis. Where projects are reporting significant cost pressures, there is a requirement for Budget Holders to ensure that where possible funding is maximised or funding amendments are secured should the need arise.

Background Documents /Electronic Links

Appendix 1

Appendix 2

Management Reports

Reporting Year: and Period: 2021/12

Capital Programme Funding Estimates Summary Outturn

<i>Portfolio</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure To:</i> <i>March 2021</i>	<i>Variance (Adv)/Fav</i>
Corporate Services Portfolio	1,455,306	121,580	1,333,726	121,580	0
Social Services Portfolio	5,600,930	873,650	4,728,032	868,325	5,325
Economy Portfolio	19,863,349	7,843,131	12,020,218	7,843,131	0
Education and Active Living	30,005,965	1,872,316	28,133,649	1,863,475	8,841
Environment Portfolio	8,819,944	3,658,560	5,161,384	3,624,612	33,948
Infrastructure Portfolio	3,710,982	2,781,139	929,843	2,668,503	112,636
All Portfolios	971,335	628,315	343,020	628,315	0
Total Capital Funding	70,427,811	17,778,691	52,649,872	17,617,941	160,750

End of Report

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Capital Programme Funding Estimates Outturn

<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
Corporate Services Portfolio						
Corporate Services						
101385	Workplace Transformation	133,938	66,351	67,587	66,351	0
327100	Ebbw Vale Test Track	50,000	50,000	0	50,000	0
327102	Corporate Properties H&S and Capital Wo	76,714	4,909	71,805	4,909	0
327103	Civic Centre Decommissioning	650,000	0	650,000	0	0
327104	Democratic Hub (GO)	180,000	0	180,000	0	0
327107	Data Centre Move	361,253	0	361,253	0	0
328090	CCTV Upgrade	3,401	320	3,081	320	0
Corporate Services		1,455,306	121,580	1,333,726	121,580	0
Corporate Services Portfolio		1,455,306	121,580	1,333,726	121,580	0

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Capital Programme Funding Estimates Outturn

Code	Scheme	Total Funding	In Year Budget	Future Funding	Expenditure to: March 2021	Variance (Adv)/Fav
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Social Services Portfolio

Childrens Services

323152	Beaufort Road - Extension Training Flat	76,042	63,372	12,670	63,372	0
323153	Beaufort Road - Outdoor spaces and Exiti	93,108	93,108	0	93,108	0
324719	Flying Start - Cwm 2	7,500	7,500	0	6,209	1,291
324721	Flying Start - Ebbw Vale North	273,707	20,234	253,473	20,234	0
324722	Flying Start - Ebbw Vale South	2,500	2,500	0	2,500	0
324724	Flying Start - Sirhowy Primary	10,000	10,000	0	9,687	313
324735	Flying Start Brynithel FS Centre	20,000	20,000	0	18,381	1,619
324736	Flying Start Additional Works	90,000	90,000	0	88,539	1,461
324737	Flying Start Capital (Covid-funding)	10,000	10,000	0	9,360	640
324770	Childcare Offer - Sixbells Scheme	1,492,862	10,632	1,482,230	10,632	0
324771	Childcare Offer - Badminton Scheme	1,500,000	0	1,500,000	0	0
324772	Childcare Offer - Blaina ICC Scheme	437,243	28,461	408,782	28,461	0
324773	Childcare Offer - Swfryd Scheme	500,000	15,035	484,965	15,035	0
324774	Childcare Offer - Small Grants Scheme	122,000	122,002	0	122,002	0
Childrens Services		4,634,962	492,844	4,142,120	487,519	5,325

Adult Services

323003	Health & Safety	63,943	6,460	57,483	6,460	0
323005	Tackling Food Poverty - WLGA	23,147	10,496	12,651	10,496	0
323120	Disabled equipment	279,000	279,750	0	279,750	0
323141	ICF - Further Enhanced Digital & Mobile	8,550	8,550	0	8,550	0

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<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
323143	ICF - DCP AI, Digital Mobile Assistive	35,000	35,000	0	35,000	0
323144	ICF Main Capital Programme	99,233	12,582	86,651	12,582	0
323147	Intermediate Care Fund	3,293	160	3,133	160	0
323148	ICF - Digital & Mobile Assistive Technol	39,000	175	38,825	175	0
323149	Better Care Capital Project	26,649	4,840	21,809	4,840	0
323151	Augusta House - Enablement Pods	388,153	22,793	365,360	22,793	0
Adult Services		965,968	380,806	585,912	380,806	0
Social Services Portfolio		5,600,930	873,650	4,728,032	868,325	5,325

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Capital Programme Funding Estimates Outturn

Code	Scheme	Total Funding	In Year Budget	Future Funding	Expenditure to: March 2021	Variance (Adv)/Fav
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Economy Portfolio

Tredegar Regeneration

326163	Tredegar HLF	893,052	218,638	674,414	218,638	0
	Tredegar Regeneration	893,052	218,638	674,414	218,638	0

Ebbw Vale Town Centre

326191	TRI - Urban Centre Commercial Property I	407,497	142,181	265,316	142,181	0
326192	TRI- Urban Centre Residential Property E	123,957	933	123,024	933	0
	Ebbw Vale Town Centre	531,454	143,114	388,340	143,114	0

Abertillery Town Centre

326145	Abertillery TC Multi Storey Carpark	72,777	72,777	0	72,777	0
326153	ATC Carmel St & Pocket Car Parks	110	110	0	110	0
	Abertillery Town Centre	72,887	72,887	0	72,887	0

Valleys Regional Park

326200	VRP Ebbw Fach Trail	899	0	899	0	0
326205	VRP - Discovery Gateway	89,462	59,282	30,180	59,282	0
326206	Local Places for Nature Capital Funding	64,950	64,950	0	64,950	0
326207	Parc Bryn Bach - Co Working Space	100,000	8,339	91,661	8,339	0
	Valleys Regional Park	255,311	132,571	122,740	132,571	0

The Works Site

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<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
325097	Big Arch	1,032,638	23,652	1,008,986	23,652	0
325101	Learning Works - 3-11 school, SEN, ICC	1,484	1,484	0	1,484	0
325103	Learning Works	73,516	35,531	37,985	35,531	0
325220	Site Investigation Works	19,001	0	19,001	0	0
325225	Ebbw Valley Railway - Northern Extension	2,441	0	2,441	0	0
	The Works Site	1,129,080	60,667	1,068,413	60,667	0
	Other Regeneration					
326006	Tech Valley s Initiative	473,000	0	472,065	0	0
326180	Lime Avenue Business Park	6,199,476	5,668,666	530,810	5,668,666	0
326181	Lime Avenue Employment park	2,501,014	5,913	2,495,101	5,913	0
326182	Box Works	711,781	711,781	0	711,781	0
326183	Regain 2	4,126,513	121,360	4,005,153	121,360	0
326184	Brexit Schemes	369,465	0	369,465	0	0
326193	TRI - Town Centre COVID-19 recovery ad:	600,000	70,182	529,818	70,182	0
326225	Heat Networks Project	17,385	0	17,385	0	0
326226	Electric Vehicle Chargepoints	352,686	332,601	20,085	332,601	0
326252	Constrained Units - Roseheyworth	164,848	158,183	6,665	158,183	0
326265	Victoria Business Park - Development	66,688	27,437	39,251	27,437	0
326266	Brynmawr Retail Development	752,000	2,000	750,000	2,000	0
326267	Blaenau Gwent Digital	213,309	75,260	138,049	75,260	0
326268	Covid Recovery for Town Centres	433,400	40,936	392,464	40,936	0
326269	Future Skills Academy - Monwel	0	935	0	935	0

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<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
	Other Regeneration	16,981,565	7,215,254	9,766,491	7,215,254	0
	Economy Portfolio	19,863,349	7,843,131	12,020,218	7,843,131	0

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Code	Scheme	Total Funding	In Year Budget	Future Funding	Expenditure to: March 2021	Variance (Adv)/Fav
Education and Active Living						
Education Services						
324125	Education Minor Works	51,000	17,518	33,482	17,518	0
324138	Education Capital Maintenance	286,259	11,803	274,456	11,803	0
324139	Education Capital Maintenance 20/21	103,544	48,784	54,760	48,784	0
324142	Georgetown Windows & Boiler Replaceme	8,671	2,465	6,206	2,465	0
324143	Rhos-y-fedwyn - Refurbishment	5,379	1,434	3,945	1,434	0
324144	St Marys - Refurbishment	200,000	0	200,000	0	0
324145	Tredegar Comp - Food & Technology	279,275	249,205	30,070	249,205	0
324146	Deighton - Kitchen	639	639	0	639	0
324147	Tredegar Comp Upgrade Services and Ac	89,524	76,551	12,973	76,551	0
324148	Coed y Garn Roof & Remedial Works	50,000	23,362	26,638	23,362	0
324149	Brynbach Primary Disabled Adaptations	70,000	16,087	53,913	16,087	0
324150	Ebbw Fawr - Developing 3/4 classrooms, t	250,000	2,900	247,100	2,900	0
324151	Tredegar Comp Upgrade Electrical Supply	59,543	59,543	0	59,543	0
324152	Brynmawr Canopy	100,000	0	100,000	0	0
324153	Ebbw Fawr Emergency Lighting	55,000	54,014	986	54,014	0
324154	Abertillery Learning Community	100,000	0	100,000	0	0
324155	Brynmawr Comp Lift	120,000	0	120,000	0	0
324156	River Centre Boiler	70,000	0	70,000	0	0
324157	Tredegar Comprehensive Kitchen Electric	25,000	15,760	9,240	15,760	0
324158	Beaufort Hill Kitchen	70,000	0	70,000	0	0
324201	Class Size - Willowtown	69,557	0	69,557	0	0

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Code	Scheme	Total Funding	In Year Budget	Future Funding	Expenditure to: March 2021	Variance (Adv)/Fav
324203	Period Poverty	6,045	1,017	5,028	1,017	0
324205	St. Marys CIW MUGA	130,000	5,631	124,369	5,631	0
324206	Georgetown S106	3,667	3,667	0	3,667	0
324519	Digital 2030 Capital Grant - Post 16	4,621	0	4,621	0	0
324530	ALN	22,299	0	22,299	0	0
324532	Ebbw Fawr ASD	3,890	0	3,890	0	0
324560	Schools IT Infrastructure	140,283	140,030	253	140,030	0
324561	IT Upgrades - Schools	509,954	509,954	0	509,954	0
324580	Brynmawr 3G Pitch	893,378	4,950	888,428	4,950	0
324590	Tredeggar Comp 3G Pitch	153,410	0	153,410	(8,841)	8,841
324743	21st Century Schools Six Bells Project	416,940	146,344	270,596	146,344	0
324750	Band B - Welsh Medium New Build	5,993,612	30,851	5,962,761	30,851	0
324751	Band B - New Primary Ebbw Fawr Valley	9,261,493	208,897	9,052,596	208,897	0
324752	Band B - Secondary Remodelling Brynma	3,198,936	8,699	3,190,237	8,699	0
324753	Band B - Secondary Remodelling Abertille	3,199,893	1,202	3,198,691	1,202	0
324754	Band B - Secondary Remodelling Tredega	3,198,335	876	3,197,459	876	0
324755	Band B - Welsh Medium Remodelling Bro	588,116	26,603	561,513	26,603	0
324756	Band B - Rhosyfedwen	11,319	11,319	0	11,319	0
324757	Band B - Beaufort Hill	11,391	11,391	0	11,391	0
324758	Band B - Cwm Primary	11,386	11,386	0	11,386	0
Education Services		29,822,359	1,702,882	28,119,477	1,694,041	8,841

Active Living Services

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<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
329089	Abertillery LC Demolition	6,119	6,119	0	6,119	0
329092	ALC - Changing Room Refurbishment	57,238	57,238	0	57,238	0
329095	AWPOG - Play Equipment 20-21	74,478	72,745	1,733	72,745	0
329097	Play Equipment	33,332	33,332	0	33,332	0
332368	Play Area Schemes - Boroughwide	12,439	0	12,439	0	0
	Active Living Services	183,606	169,434	14,172	169,435	0
	Education and Active Living	30,005,965	1,872,316	28,133,649	1,863,475	8,841

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Code	Scheme	Total Funding	In Year Budget	Future Funding	Expenditure to: March 2021	Variance (Adv)/Fav
Environment Portfolio						
Environmental Services						
327018	RCAF Long Term Organics Procurement	26,512	0	26,512	0	0
327036	WPT Business Resource Centre (SS)	100,000	100,000	0	100,000	0
327039	Kerbside Collections	2,052	0	2,052	0	0
327042	Collaborative Change Programme 18-19	176,872	88,436	88,436	88,436	0
327043	Household Waste Recycling Centre	1,957,987	1,837,945	120,042	1,837,945	0
327044	AHP Waste Collections	176,000	123,620	52,380	123,620	0
327045	BRC Decommissioning Project	185,482	39,971	145,511	39,971	0
327046	Repair Cafe	4,541	3,475	1,066	3,475	0
327047	Council Buildings Recycling Infrastructu	17,891	17,891	0	17,891	0
327061	CATS	80,000	0	80,000	0	0
327065	Re:Fit	2,922,084	660,377	2,261,707	660,377	0
327067	Market Hall - Asbestos Removal	11,322	4,715	6,607	4,715	0
327068	Cemeteries Investment Programme	200,028	3,957	196,071	3,957	0
327069	Green Recovery	87,010	80,550	6,460	80,550	0
327070	WRAP Cymru Capital Funding	85,100	81,313	3,787	81,313	0
327071	Education Centre	200,000	9,164	190,836	9,164	0
327072	Behaviour Change Campaign	80,864	80,864	0	80,864	0
327073	Kerbside Recycling Lorry	170,000	5,042	164,958	5,042	0
327074	New Vale HWRC Refurbishment Works	257,500	974	256,526	974	0
327075	HWRC Reuse Shop Canopy	50,500	50,500	0	50,500	0
327080	Cemetery Capacity - Cefn Golau Tredegar	527,028	0	527,028	0	0

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<i>Reporting Year: and Period: 2021/12</i>						

<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
327081	Cemetery Capacity - Dukestown Tredegar	227,500	0	227,500	0	0
327082	Cemetery Capacity - Brynmawr	142,000	0	142,000	0	0
327083	Cemetery Capacity - Brynmawr	105,000	0	105,000	0	0
Environmental Services		7,793,273	3,188,794	4,604,479	3,188,794	0
Housing Environmental Health						
328221	Remediation of Contaminated Land/Dereli	154,269	0	154,269	0	0
350510	Improvement grants - new scheme	544,200	335,648	208,552	335,648	0
350550	Support for Independent Living	112,901	77,747	35,154	43,799	33,948
350560	Empty Property Grants	215,301	56,371	158,930	56,371	0
Housing Environmental Health		1,026,671	469,766	556,905	435,818	33,948
Environment Portfolio		8,819,944	3,658,560	5,161,384	3,624,612	33,948

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<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
Infrastructure Portfolio						
Engineering Services						
328040	Cwm By Pass	13,970	0	13,970	0	0
328148	SRIC - Ebenezer Street	30,000	30,000	0	19,480	10,520
328310	Local Transport Fund	247,960	247,960	0	247,960	0
328312	Local Transport Fund 2020/21	228,000	53,298	174,702	33,322	19,976
328314	Local Transport Network Fund	50,000	47,681	2,319	42,631	5,050
328315	Local Transport Fund - Project Retention	20,239	0	20,239	0	0
328318	Active Travel Fund	256,377	256,377	0	256,377	0
328319	Active Travel Fund 2020/21	234,000	234,000	0	234,000	0
328322	Local Sustainable Transport Covid Respor	144,000	144,000	0	105,944	38,056
328340	LTF Metro Plus	250,000	242,602	7,398	242,602	0
	Engineering Services	1,474,546	1,255,918	218,628	1,182,315	73,603
Highways Network Management						
328063	Bridge Strengthening Works	1,857	0	1,857	0	0
328095	Ebbw Vale Railway study Phase 3	1,160	1,160	0	1,160	0
328269	Highways PB Imp. Works.	20,946	0	20,946	0	0
328270	Highways Improvement Works	1,197,822	727,659	470,163	727,659	0
328334	LGBI - Trinant Hall	65,401	6,073	59,328	6,073	0
328404	Flood Damage - Emergency Repairs	125,500	83,077	42,423	83,077	0
328405	Aberbeeg Road Repairs	556,000	439,502	116,498	439,502	0
328406	Small Scale Works Grant	267,750	267,750	0	228,716	39,034

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<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
	Highways Network Management	2,236,436	1,525,221	711,215	1,486,188	39,033
	Infrastructure Portfolio	3,710,982	2,781,139	929,843	2,668,503	112,636

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Code	Scheme	Total Funding	In Year Budget	Future Funding	Expenditure to: March 2021	Variance (Adv)/Fav
All Portfolios						
All Portfolios						
300300	City Deal	233,500	92,395	141,105	92,395	0
303990	OS Capital Admin/Design & Supervision	524,000	524,000	0	524,000	0
321112	Disabled Access - Special Programme	16,871	11,920	4,951	11,920	0
324672	The Company Shop - Tred	196,964	0	196,964	0	0
All Portfolios		971,335	628,315	343,020	104,315	0
All Portfolios		971,335	628,315	343,020	628,315	0

**Capital Programme - 2020/21 Outturn
Capital Report 2020/21**

Management Reports			Capital Programme Funding Estimates Outturn			
<i>Reporting Year: and Period: 2021/12</i>						

<i>Code</i>	<i>Scheme</i>	<i>Total Funding</i>	<i>In Year Budget</i>	<i>Future Funding</i>	<i>Expenditure to: March 2021</i>	<i>Variance (Adv)/Fav</i>
Total Capital Funding		70,427,811	17,778,691	52,649,872	17,617,940	160,750

End of Report

New Approvals and/or material Funding Changes in Quarter Four

Portfolio	Cost Centre	Scheme	Amount (£)	Funding Body	Type	Additional Information
Corporate Services						
	327103	Civic Centre Decommissioning	650,000	Blaenau Gwent	Capital Programme	Decommissioning the Civic Centre and move to an alternative operating model. The Civic Centre will be demolished with the land becoming available for housing development
	327104	Democratic Hub (GO)	180,000	Blaenau Gwent	Capital Programme	The development of a democratic facility at the General Offices & introduction of Community Hubs in town centres
	327107	Data Centre Move	361,253	Blaenau Gwent	Capital Programme	Transfer Blaenau Gwent's data centre from the Civic Centre to Next Generation Data
Social Services						
	323148	ICF - Digital & Mobile Assistive Technol	20,000	Gwent Regional Partnership Board	Intermediate Care Fund	
	323143	ICF DCP AI, Digital Mobile Assistive Technology	35,000	Gwent Regional Partnership Board	Intermediate Care Fund	
	323141	ICF - Further Enhanced Digital & Mobile	8,550	Gwent Regional Partnership Board	Intermediate Care Fund	
Economy						
	326266	Brynmawr Retail Development	750,000	Welsh Government	Transforming Towns	Brynmawr Regeneration Programme (former NMC site)
	326145	Abertillery TC Multi Storey Carpark	72,777	Blaenau Gwent	Capital Programme	Virement from Highways Capital Funding to fund retention payment.
Education, Active Living and Learning						
	324139	Education Capital Maintenance 20/21	953,544	Welsh Government	21st Century Schools	Grant award to address backlog capital maintenance across the school estate. This figure is not listed within the Capital report, the funding has been allocated to individual projects with the education portfolio.
	324561	IT Upgrades - Schools	509,954	Welsh Government		EDTech Catalogue funding
Environment						
	327045	BRC Decommissioning Project	-100,000	Blaenau Gwent	Revenue Budget	Annual Revenue Contribution for the Invest 2 Save loan repayment
	327036	WPT Business Resource Centre (SS)	100,000	Blaenau Gwent	Revenue Budget	Annual Revenue Contribution for the Invest 2 Save loan repayment
	327074	New Vale HWRC Refurbishment Works	257,500	Welsh Government	Resource Efficiency and Circular Economy	New Vale HWRC Refurbishment Works
	327075	HWRC Reuse Shop Canopy	50,500	Welsh Government	Resource Efficiency and Circular Economy	Canopy for Reuse Shop
	327080	Cemetery Capacity - Cefn Golau Treddegar	527,028	Blaenau Gwent	Capital Programme	Cemeteries Investment Programme
	327081	Cemetery Capacity - Dukestown Treddegar	227,500	Blaenau Gwent	Capital Programme	Cemeteries Investment Programme
	327082	Cemetery Capacity - Brynmawr	142,000	Blaenau Gwent	Capital Programme	Cemeteries Investment Programme
	327083	Cemetery Capacity - Brynithel Abertillery	105,000	Blaenau Gwent	Capital Programme	Cemeteries Investment Programme
Infrastructure						
	328312	Local Transport Fund 2020/21	78,000	Welsh Government		
	328270	Highways Improvement Works	-72,777	Blaenau Gwent	Capital Programme	Virement to fund retention payment on Abertillery TC Multi Storey Carpark

It should be noted that the funding changes detailed above will not balance to total funding changes between Q3 to Q4

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Agenda Item 6

Date signed off by the Monitoring Officer: 14.07.21
Date signed off by the Section 151 Officer: 15.07.21

Committee: **Executive Committee**
Date of meeting: **26 July 2021**
Report Subject: **Use of General and Earmarked Reserves 2020/2021**
Portfolio Holder: **Cllr Nigel Daniels, Leader / Executive Member
Corporate Services**
Report Submitted by: **Rhian Hayden, Chief Officer Resources**

Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
	08/07/21	15.07.21			26/07/21	26.07.21		

1. Purpose of the Report

- 1.1 To report to the members of the Executive Committee the draft outturn reserves position for 2020/2021 as at 31 March 2021 (subject to audit).

2. Scope and Background

- 2.1 There are a number of statutory requirements concerning Local Authority Reserves, including:

- The Local Government Act 1972;
- The Local Government Finance Act 1988;
- The Local Government Finance Act 1992;
- The Local Government Act 2003; and
- The Accounts and Audit (Wales) Regulations 2014.

- 2.2 The CIPFA Local Authority Accounting Panel (LAAP) issued Bulletin 99: Local Authority Reserves and Balances in July 2014. This provides non-statutory guidance on relevant issues including:

- Proper accounting treatment; and
- Principles to assess the adequacy of reserves.

- 2.3 To ensure compliance with CIPFA Local Authority Accounting Panel Bulletin 99 and identified best practice, the Council revised its protocol for managing reserves, with effect from April 2015.

- 2.4 One aspect of the revised protocol concerns the enhancement of Elected Member engagement and scrutiny. To this end quarterly reports are prepared and presented to Executive and Joint Budget Scrutiny Committee during the financial year. These detail the actual and forecast use of general and earmarked reserves, changes to the requirement to hold specific reserves and the level of reserve balances.

- 2.5 In order to adopt a long-term approach to the need to provide services to the citizens of Blaenau Gwent, the protocol was amended and agreed by Council in March 2016 to include a target level for general reserves. This was set as

4% of the last reported actual net revenue expenditure (as included in the Revenue Outturn return).

3. Options for Recommendation

3.1 That the Executive Committee considers the use of general and earmarked reserves during 2020/2021 and:

- Note the significant increase in general and earmarked reserves as a result of the exceptional circumstances in the 2020/2021 financial year;
- note that the draft outturn position of the General Reserve at £7.820m represents 5.78% of net revenue expenditure, above the 4% target level;
- consider the need for ongoing prudent financial management given the potential for future public spending restrictions required to fund the impact of Covid-19; and
- continue to challenge budget overspends and implement appropriate service Action Plans, where required.

3.2 Maintenance of usable reserves at an adequate level is crucial to the Council being able to meet future liabilities arising from risks for which specific provision has not been made.

4. Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan

4.1 National Well-being Goals

The management of earmarked and general reserves (in recognition of the need to plan for known or predicted future obligations, unexpected events or emergencies), allows the Authority to deliver services in pursuance of its obligations under the national well-being goals.

4.2 Corporate Priorities

This report supports the Council Corporate Plan 2020/22 proposed outcome statement “An ambitious and innovative council delivering the quality services we know matter to our communities”.

5. Implications Against Each Option

5.1 Financial Impact

5.1.1 Section 6 provides an overall summary of the financial position in relation to the balances in general and earmarked reserves at 31 March 2021.

5.1.2 The overall level of reserves (both general & specific/earmarked) has increased during the year from £14.7m to £28.6m, an increase of £13.9m.

5.1.3 A number of factors have contributed to this exceptional increase, including:

- Service underspends resulting from reduced expenditure due to closure of facilities, reduced service provision, delays in filling vacant posts, etc.
- receipt of additional specific grants (e.g. Highways Maintenance, Education Maintenance) and unhypothecated grants (Digital Transformation, Unachieved Savings, Council Tax Collection compensation) which have offset in year core costs;
- In year achievement of 'Bridging the Gap' projects of £1.1m
- Increase in school balances of £2.5m
- Unwinding of provisions where liabilities have reduced in value or probability of payment (e.g. Insurance and Part 1 Land Compensation Claims)

5.1.4 The positive impact of the above on the 2020/21 revenue provisional outturn and the year-end assessment of provisions and reserves has enable the Council to establish a number of new reserves and enhance some current reserves to strengthen its financial resilience as well as setting aside amounts to assist with the ongoing response to Covid-19 and the transformation and delivery of services post-pandemic.

5.1.5 The draft outturn position for the general reserve at year-end 2020/2021 is £7.820m, an increase of £1.421m. This balance represents 5.78% of net revenue expenditure, £2.406m above the 4% target level of £5.414m, and provides a buffer to deal with unexpected future issues.

5.1.6 Table 1 at 6.1.4 (below) shows the actual level of earmarked reserves at 31 March 2021 to be £20.781m, an in year increase of £12.509m.

5.1.7 Significant elements of these earmarked sums relate to grant funding held in respect of specific projects or services that will be utilised in delivering the relevant service outcomes. In future years, it is probable that there will be restrictions on public spending in order to mitigate the extraordinary levels of borrowing incurred by Central Government in dealing with Covid-19. It would therefore be prudent to retain appropriate levels of earmarked and general reserves to assist with a funding situation potentially similar to that experienced during the last decade.

5.1.8 Further details of earmarked reserve movements are included in Appendix 1.

5.2 Risk

5.2.1 The Council must ensure an appropriate level and use of reserves to support its financial sustainability and to meet future liabilities arising from risks for which a specific provision has not been made.

- 5.2.2 The 2020/2021 budget included a planned increase in the general reserve of £0.2m and in earmarked reserves of £1.4m, the actual increases exceeded that budgeted. Additional increases to the general reserve of £0.2m per annum are planned for the life of the current Medium Term Financial Strategy and a further contribution to the Financial Resilience Reserve of £1m is planned for 2021/22. However potential ongoing cost pressures and reductions in income associated with the response to Covid-19 may adversely impact on the Council's ability to maintain and increase the level of reserves.
- 5.2.3 Failure to comply with the requirements set out in CIPFA LAAP Bulletin 99: *Local Authority Reserves and Balances*, which include the implementation of a clear protocol for the establishment, use, control and review of reserves, could result in adverse comments by regulators.
- 5.2.4 A protocol for the management of reserves was adopted in April 2015 to mitigate the risk of non-compliance with CIPFA LAAP Bulletin 99 and identified best practice.
- 5.2.5 In the short-term, the level and adequacy of reserves are regularly reviewed and monitored through regular outturn/ forecast reporting. In the medium term, reserves are assessed as part of the budget-setting process and the Medium Term Financial Strategy, which includes provision for an increase in reserves of £0.2m per annum over the life of the Strategy.
- 5.2.6 There is a risk that failure to maintain reserves at an appropriate level will attract adverse criticism from regulators. This risk can be mitigated by application of the Council's Reserves Policy including increases to the General Reserve if required.

5.3 **Legal**

- 5.3.1 The Local Government Finance Act 1992 requires authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
- 5.3.2 Section 25 of the Local Government Act 2003 places a duty on chief finance officers to report on the robustness of estimates and adequacy of reserves when the authority is considering its budget requirement.
- 5.3.3 Section 114 of the Local Government Finance Act 1988 requires the chief finance officer to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

5.4 **Personnel**

There are no direct personnel/staffing implications arising out of this report.

6. Supporting Evidence

6.1 Performance Information and Data

6.1.1 The level of the Council's general reserve disclosed in the statutory accounts for the financial year ended 31 March 2020 was £6.399m equating to 4.73% of net revenue expenditure (as reported in the 2019/2020 Revenue Outturn forms). The current 4% target level of general reserves is £5.414m.

6.1.2 Appendix 1 gives details of the total earmarked reserves held at the start of the 2020/2021 financial year (£8.272m) with actual reserve movements to the end of quarter 4 (31 March 2021).

6.1.3 The level of earmarked reserves has been determined in accordance with the agreed reserves protocol. The level of earmarked reserves available to the Authority increased by £12.509m in 2020/2021.

6.1.4 The current summary outturn position for earmarked reserves at 31 March 2021 is as follows:

Table 1: Earmarked Reserves	£000
Balance at 31 March 2020	8,272
Increases in Earmarked Reserves	13,687
Decreases in Earmarked Reserves	(156)
Actual Expenditure	(1,022)
Balance at 31 March 2021	20,781

6.1.5 For those reserves that have been utilised to fund actual expenditure to 31 March 2021 (£1.022m), details of the expenditure funded have been provided in Appendix 2. Details of additional amounts transferred to earmarked reserves (£13.687m) have been provided in Appendix 3.

6.2 Expected outcome for the public

6.2.1 The management of earmarked and general reserves (in recognition of the need to plan for known or predicted future obligations, unexpected events or emergencies), helps demonstrate stewardship of the Authority's resources and its ability to provide services to the local community.

6.3 Involvement (*consultation, engagement, participation*)

6.3.1 Not applicable.

6.4 **Thinking for the Long term** (*forward planning*)

6.4.1 Stewardship of the Authority's resources allows for the provision of services to the local community in the short and long term.

6.5 **Preventative focus**

6.5.1 Not applicable.

6.6 **Collaboration / partnership working**

6.6.1 Not applicable.

6.7 **Integration(across service areas)**

6.7.1 Not applicable.

6.8 **EqIA**

6.8.1 An EQIA is not required as this report provides an estimated outturn position in relation to the Authority's reserve balances for the financial year, on an objective basis in accordance with relevant accounting standards, codes, concepts, principles, guidance and legislation.

7. **Monitoring Arrangements**

7.1 In the short-term, the level and adequacy of reserves are regularly reviewed and monitored through regular outturn/forecast reports.

7.2 There are legal requirements in respect of the reporting of reserves when setting the annual budget and the statutory outturn position is considered by the Authority's external auditors in their audit of the annual Statement of Accounts.

7.3 In the medium term, reserves are assessed as part of the Medium Term Financial Strategy.

Background Documents /Electronic Links

Appendix 1

Appendix 2

Appendix 3

Appendix 1: Earmarked Reserves Movements 2020-2021

Name of Reserve	Balance Brought Fwd 1 April 2020	Reserve Adjustments		Total Reserve Adjustments	Actual Expenditure	Balance Carried Fwd 31 March 2021
		Increases	Decreases			
	£	£	£	£	£	£
Earmarked for Capital Purposes						
Deminimis Capital Works	77,093.46	9,005.00	0.00	9,005.00	0.00	86,098.46
Facilities	121,963.00	0.00	0.00	0.00	(3,194.00)	118,769.00
Energy Centre	58,948.00	48,269.22	0.00	48,269.22	0.00	107,217.22
Industrial Units	50,000.00	0.00	0.00	0.00	0.00	50,000.00
IT Infrastructure	229,861.79	0.00	0.00	0.00	(4,050.00)	225,811.79
Road Maintenance	0.00	229,715.00	0.00	229,715.00	0.00	229,715.00
WRAP Regional Vehicles	122,865.85	107,714.00	0.00	107,714.00	(24,000.00)	206,579.85
Total Earmarked for Capital Purposes:	660,732.10	394,703.22	0.00	394,703.22	(31,244.00)	1,024,191.32
Usable Earmarked Revenue Reserves						
Budget Contingency Fund / Invest to Save	64,351.89	0.00	0.00	0.00	0.00	64,351.89
Business Support Hybrid Model	53,000.00	0.00	0.00	0.00	0.00	53,000.00
Corporate Landlord ALT	18,153.89	0.00	0.00	0.00	(18,153.89)	0.00
Corporate Landlord Building Rationalisation	0.00	73,000.00	0.00	73,000.00	0.00	73,000.00
COVID-19 Response & Recovery	0.00	2,000,000.00	0.00	2,000,000.00	0.00	2,000,000.00
Customer Services	0.00	95,892.05	0.00	95,892.05	0.00	95,892.05
Discretionary Housing Payments	0.00	67,482.87	0.00	67,482.87	0.00	67,482.87
Displaced Expenditure - Social Services	0.00	87,230.00	0.00	87,230.00	0.00	87,230.00
Downsizing & Redundancy & Transitional Costs	200,088.71	0.00	0.00	0.00	(17,050.00)	183,038.71
Election Costs	36,228.83	0.00	0.00	0.00	0.00	36,228.83
Financial Planning / Resilience	0.00	2,500,000.00	0.00	2,500,000.00	0.00	2,500,000.00
Future Interest Rate	0.00	244,055.89	0.00	244,055.89	0.00	244,055.89
General/ Voluntary Sector Grants	27,680.00	0.00	0.00	0.00	0.00	27,680.00
ICT	333,977.18	1,104,375.00	0.00	1,104,375.00	0.00	1,438,352.18
Individual Schools Budget (ISB)	26,781.54	141,710.27	0.00	141,710.27	0.00	168,491.81
Insurance Liabilities	1,939,098.57	912,132.23	0.00	912,132.23	0.00	2,851,230.80
Local / Strategic Development Plans	149,288.54	0.00	0.00	0.00	(5,776.00)	143,512.54
Match Funding Regeneration Projects	0.00	60,129.22	0.00	60,129.22	0.00	60,129.22
Members Local Grants	40,347.41	13,844.87	0.00	13,844.87	0.00	54,192.28
Payroll Project Management	23,529.97	0.00	0.00	0.00	0.00	23,529.97
PRC Funding	0.00	293,219.00	0.00	293,219.00	0.00	293,219.00
Re:Fit Loan Repayments	0.00	18,750.39	0.00	18,750.39	0.00	18,750.39
Specialist Advice (Leisure Trust Review)	19,188.72	0.00	(19,188.72)	(19,188.72)	0.00	0.00
Specialist Commercial Advice (Silent Valley)	0.00	100,000.00	0.00	100,000.00	0.00	100,000.00
Social Services - Legal Costs	0.00	400,000.00	0.00	400,000.00	0.00	400,000.00
Stock Conditions Survey	12,137.34	0.00	0.00	0.00	0.00	12,137.34

Appendix 1: Earmarked Reserves Movements 2020-2021

Name of Reserve	Balance Brought Fwd 1 April 2020	Reserve Adjustments		Total Reserve Adjustments	Actual Expenditure	Balance Carried Fwd 31 March 2021
		Increases	Decreases			
	£	£	£	£	£	£
Strategic Business Reviews	193,061.27	0.00	0.00	0.00	0.00	193,061.27
Superannuation	500,000.00	100,000.00	0.00	100,000.00	0.00	600,000.00
Taxation	133,913.08	0.00	0.00	0.00	0.00	133,913.08
Technology Park Feasibility Study	200,000.00	0.00	0.00	0.00	(173,983.00)	26,017.00
Test, Trace, Protect Service	0.00	77,944.86	0.00	77,944.86	0.00	77,944.86
Transport Oncost	33,127.00	114,343.00	0.00	114,343.00	0.00	147,470.00
Waste Services	120,000.00	0.00	0.00	0.00	0.00	120,000.00
Winter Maintenance	200,000.00	0.00	0.00	0.00	0.00	200,000.00
Total Usable Earmarked Revenue Reserves:	4,323,953.94	8,404,109.65	(19,188.72)	8,384,920.93	(214,962.89)	12,493,911.98
Unusable Earmarked Revenue Reserves						
Building Control Fees	86,377.04	0.00	0.00	0.00	(10,508.36)	75,868.68
Cardiff Capital Region City Deal	294,730.00	48,361.00	0.00	48,361.00	(206,730.00)	136,361.00
Deposits and Bonds	3,200.00	0.00	0.00	0.00	0.00	3,200.00
Land & Property Charges (Social Services)	127,547.42	34,407.13	0.00	34,407.13	0.00	161,954.55
LMS Balances	1,224,498.65	2,457,172.84	0.00	2,457,172.84	0.00	3,681,671.49
Section 106 Agreements	171,041.31	20,947.20	0.00	20,947.20	0.00	191,988.51
SEW Adoption Collaboration	506,621.11	202,352.84	0.00	202,352.84	0.00	708,973.95
Social Services - Gwent Regional Development (SP)	0.00	45,436.86	(2,106.26)	43,330.60	0.00	43,330.60
Workforce Development Collaboration	92,477.25	126,629.52	(11,590.61)	115,038.91	0.00	207,516.16
Total Unusable Earmarked Revenue Reserves:	2,506,492.78	2,935,307.39	(13,696.87)	2,921,610.52	(217,238.36)	5,210,864.94
Revenue Grants and Contributions Unapplied						
All Age School Forum	0.00	100,000.00	0.00	100,000.00	0.00	100,000.00
Aneurin Bevan Health Board - Education	40,962.52	0.00	0.00	0.00	(22,736.63)	18,225.89
Community Safety & CCTV	0.00	45,895.66	0.00	45,895.66	0.00	45,895.66
Crematorium Infrastructure Works	0.00	63,000.00	0.00	63,000.00	0.00	63,000.00
Corporate Procurement	4,437.62	0.00	0.00	0.00	(4,437.62)	0.00
CRASB	11,058.00	0.00	(11,058.00)	(11,058.00)	0.00	0.00
Early Action Together Programme	0.00	31,903.29	0.00	31,903.29	0.00	31,903.29
Early Years Grant	229,243.01	69,034.82	0.00	69,034.82	(19,220.59)	279,057.24
Education - Gypsy Travellers	40,804.42	0.00	0.00	0.00	(19,776.00)	21,028.42
Flood Risk Management	0.00	132,729.00	0.00	132,729.00	0.00	132,729.00
Tai Calon Highways Maintenance (Commutated Sums)	0.00	374,876.00	0.00	374,876.00	0.00	374,876.00
Homelessness Transitional Funding	0.00	55,463.57	0.00	55,463.57	0.00	55,463.57
Individual Electoral Register	72,152.28	397,077.82	0.00	397,077.82	(365,484.97)	103,745.13

Appendix 1: Earmarked Reserves Movements 2020-2021

Name of Reserve	Balance Brought Fwd 1 April 2020	Reserve Adjustments		Total Reserve Adjustments	Actual Expenditure	Balance Carried Fwd 31 March 2021
		Increases	Decreases			
	£	£	£	£	£	£
LEA / ALN Grant	0.00	168,729.16	0.00	168,729.16	0.00	168,729.16
Leadership Hallmark	24,837.66	0.00	(24,837.66)	(24,837.66)	0.00	0.00
Participatory Budget	0.00	100,000.00	0.00	100,000.00	0.00	100,000.00
PDG	40,965.95	0.00	0.00	0.00	(40,965.95)	0.00
Period Poverty	12,796.05	0.00	0.00	0.00	0.00	12,796.05
Planning WAG Grant - Planning Committee	2,103.66	0.00	0.00	0.00	0.00	2,103.66
Prevent	10,000.00	0.00	(10,000.00)	(10,000.00)	0.00	0.00
Regen General Contributions Unapplied (Town Centre Management)	47,588.25	18,033.00	0.00	18,033.00	0.00	65,621.25
Rights of Way Diversions	20,255.00	0.00	0.00	0.00	0.00	20,255.00
Scrutiny Development	0.00	7,867.15	0.00	7,867.15	0.00	7,867.15
Small & Rural Schools Grant	0.00	35,904.00	0.00	35,904.00	0.00	35,904.00
SMIFFs	0.00	244,073.89	(77,388.05)	166,685.84	0.00	166,685.84
Sports Council of Wales	29,700.00	0.00	0.00	0.00	(29,700.00)	0.00
SSIA/PLOF Grant	2,806.08	0.00	0.00	0.00	(2,806.08)	0.00
Iranian Resettlement Programme	122,980.73	103,500.00	0.00	103,500.00	(52,959.85)	173,520.88
Youth Service	67,902.34	4,458.00	0.00	4,458.00	0.00	72,360.34
Total Revenue Grants and Contributions Unapplied:	780,593.57	1,952,545.36	(123,283.71)	1,829,261.65	(558,087.69)	2,051,767.53
Total:	8,271,772.39	13,686,665.62	(156,169.30)	13,530,496.32	(1,021,532.94)	20,780,735.77

Earmarked for Capital Purposes	Revenue reserves established to meet expenditure or liabilities arising on Capital schemes.
Usable Earmarked Revenue Reserves	Reserves that can be applied to fund revenue expenditure on specific schemes or services. These reserves are retained at the discretion of the Council for known or potential liabilities and projects.
Unusable Earmarked Revenue Reserves	Reserves which represent sums that are held by the Council but cannot be applied generally or specifically to fund services. These includes amounts restricted by statutory provision and balances relating to other individuals or entities, such as the Cardiff Capital Region City Deal or Schools.
Revenue Grants and Contributions Unapplied	Grants or contributions received by the Council that should not have to be repaid to the awarding body but have yet to be applied to the specific scheme or service to which they relate. These reserves cannot be applied to fund items other than those for which they were received.

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Appendix 2: Expenditure Funded by Earmarked Reserves, 2020-2021

<u>Name of Reserve</u>	<u>Actual Expenditure to Q4</u>	<u>Purpose of Expenditure</u>
	£	
Facilities	3,194.00	Capital expenditure incurred in relation to Community Asset Transfers.
IT Infrastructure	4,050.00	Leasing costs for Laptops.
WRAP Regional Vehicles	24,000.00	Contribution to the cost of replacement waste vehicles, the remainder of which has been funded by grant.
Building Control Fees	10,508.36	Reduced income received during the year due to Covid meant that the service had to utilise the reserve to cover the shortfall.
Cardiff Capital Region City Deal	206,730.00	Blaenau Gwent's share of City Deal transactions (on consolidation of CCRCO Accounts).
Corporate Landlord ALT	18,153.89	Repairs and maintenance costs in relation to ALT buildings.
Downsizing & Redundancy & Transitional Costs	17,050.00	Redundancy costs in relation to Infrastructure Portfolio.
Local / Strategic Development Plans	5,776.00	Expenditure incurred during the financial year in relation to Local Development Plans.
Technology Park Feasibility Study	173,983.00	This relates to capital land costs and expenditure in relation to the test facility consultancy.
Aneurin Bevan Health Board - Education	22,736.63	Transformation, leadership capacity funding.
Corporate Procurement	4,437.62	Contribution towards corporate procurement expenditure funded by bridging the gap savings.
Early Years Grant	19,220.59	Costs in relation to Blaina ICC early years and play.
Education - Gypsy Travellers	19,776.00	Funding the balance of outstanding loans for cancelled trips.
Individual Electoral Register	365,484.97	Costs relate to the purchase of IDOX software, MPS Marketing and Modern Democracy in line with electoral reform.
PDG	40,965.95	Re-payment of 2018/2019 grant to WG and the remainder used to offset outstanding school trip loan balances.
Sports Council of Wales	29,700.00	Refurbishment of changing rooms at Abertillery Sports Centre.
SSIA/PLOF Grant	2,806.08	Secondment costs in 2020/2021 to cover student training days.
Syrian Resettlement Programme	52,959.85	Costs relate to the resettlement of families.
Total to Qtr 4:	1,021,532.94	

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Appendix 3: Additional Income Transferred to Earmarked Reserves, 2020-2021

<u>Name of Reserve</u>	<u>Income to Q4</u>	<u>Source of Income</u>
	£	
Deminimis Capital Works	(9,005.00)	Transfer of 2020/2021 capital receipts of less than £10k.
Energy Centre	(48,269.22)	Transfer of 2020/2021 Energy Centre underspend.
WRAP Regional Vehicles	(107,714.00)	Rental income from WRAP partners to replace regional vehicles in the future.
Cardiff Capital Region City Deal	(48,361.00)	Blaenau Gwent's share of City Deal transactions (on consolidation of CCRCDC Accounts).
Crematorium Infrastructure Works	(63,000.00)	Additional income from crematorium joint committee arising from increased usage in 2020/2021.
Corporate Landlord Building Rationalisation	(73,000.00)	Establishment of new reserve from the 2020/2021 corporate landlord underspend for the decommissioning of the Civic Centre.
Covid-19 Response & Recovery	(2,000,000.00)	Transfer of unhyponthecated grant and budget surplus to new reserve to address additional costs arising from the continued impact of responding/recovering from pandemic after the Hardship funding has ceased.
Financial Planning / Resilience	(2,500,000.00)	Establishment of new reserve to support medium term financial planning, specifically for the later years of the MTF5 and to improve the financial resilience of the Council. Funded by planned budget contribution, unhyponthecated grant and surplus budget.
Future Interest Rate	(244,055.89)	This relates to an underspend on the interest budget in 2020/21 which will be used to fund future interest rate increases.
Tai Calon Highways Maintenance (Commutated Sums)	(374,876.00)	Contribution from Tai Calon to cover the costs of maintaining adopted road features for the next 60 years.
ICT	(1,104,375.00)	This relates to unhyponthecated WG funding for Digital Transformation and budget surplus set aside to cover future costs including software upgrades, IT equipment, consultancy, cloud implementation and other IT systems costs.
Individual Schools Budget (ISB)	(141,710.27)	To provide additional funding for ALN learners as need arises during the financial year.
Insurance Liabilities	(912,132.23)	Transfer of amount from unwinding of insurance provision for claims not yet received where it has been assessed the likelihood of payment to settle has reduced.
Land & Property Charges (Social Services)	(34,407.13)	Increase in potential income arising from existing or new land and property charges related to care home residents.
LMS Balances	(2,457,172.84)	In-year surplus on school balances.
Match Funding Regeneration Projects	(60,129.22)	Reclassification of creditor balances and use of Economy underspends to establish new reserve to match fund the Crowdfunding project in 2021/2022 and 2022/2023.
Members Local Grants	(13,844.87)	This is the special levy underspend in 2020/21.
PRC Funding	(293,219.00)	Establishment of new reserve to cover school based redundancies in 2021/2022 funded from an underspend in the PRC budget and school contributions in 2020/2021.
Re:Fit Loan Repayments	(18,750.39)	Establishment of new reserve to hold 2019/2020 and 2020/2021 Re:Fit loan repayments from departments until actual repayments are due to start in 2022.
Specialist Commercial Advice (Silent Valley)	(100,000.00)	Application of budget surplus to fund the costs of specialist legal and financial advice in relation to Silent Valley.
Social Services - Gwent Regional Development (SP)	(45,436.86)	Application of budget surplus to establish new reserve to fund Blaenau Gwent's contribution to the Gwent Supporting People Regional Development Officer post 2021/2022.
Social Services - Legal Costs	(400,000.00)	Application of budget surplus to establish new reserve to finance the cost pressure in relation to legal costs/fees within children's services.
Superannuation	(100,000.00)	Transfer of retiring nature budget underspend to reserve to meet increases in future current service costs as a result of issues including Guaranteed Minimum Pension and McCloud/Sargeant legal challenges.
Transport Oncost	(114,343.00)	Surplus on the Transport Account in 2020/2021.
All Age School Forum	(100,000.00)	Establishment of new reserve carrying forward unspent All Age School Forum grant to fund expenditure in 2021/2022.
Community Safety & CCTV	(45,895.66)	To fund the shortfall in relation to Police & Crime Commissioner grant funding in relation to community safety and support for related workstreams. Funded by reclassification of existing grant and reserves.

Appendix 3: Additional Income Transferred to Earmarked Reserves, 2020-2021

<u>Name of Reserve</u>	<u>Income to Q4</u>	<u>Source of Income</u>
	£	
Customer Services	(95,892.05)	Underspends on FERIS and Universal Credit have been used to establish a new reserve to assist with the transition of the agile working arrangements on the general public.
Discretionary Housing Payments	(67,482.87)	Underspend on the DHP budget has been used to establish a new reserve to assist with the in year demands of the DHP scheme.
Displaced Expenditure - Social Services	(87,230.00)	Underspends on various social services schemes/grants to fund expenditure in 2021/2022.
Early Action Together Programme	(31,903.29)	Contribution from Police and Crime Commissioner to cover staffing costs in relation to the Early Action Together project in 2021-2022.
Early Years Grant	(69,034.82)	Income received from Flying Start buildings.
Flood Risk Management	(132,729.00)	Application of budget surplus to establish new reserve to support future flood management works.
Homelessness Transitional Funding	(55,463.57)	Reclassification of previous creditor balance in relation to Housing grants and grant funding from the Local Health Alliance to assist in the delivery of support to homelessness clients.
Individual Electoral Register	(397,077.82)	This relates to Electoral Reform grant received from WG.
LEA / ALN Grant	(168,729.16)	Establishment of new reserve as WG allowed the authority to carry forward unspent grant due to the inability to spend monies received as a result of Covid.
Participatory Budget	(100,000.00)	Establishment of new reserve with monies received from Public Service Boards in 2020/2021 that the authority was unable to spend on Health Prevention and Promotion due to Covid.
Regen General Contributions Unapplied (Town Centre Management)	(18,033.00)	Reclassification of previous creditor balance and application of underspends to fund training costs to be paid in 2021/2022.
Road Maintenance	(229,715.00)	Establishment of new reserve using budget underspend resulting from application of WG grant to support the 2021/2022 highways capital works programme.
Scrutiny Development	(7,867.15)	Reclassification of a previous creditor balance in relation to WG grant funding received for scrutiny development.
Section 106 Agreements	(20,947.20)	Contribution from building developer in order to support the strain on the infrastructure surrounding the development.
SEW Adoption Collaboration	(202,352.84)	SEWAS underspend 2020/21 to be held in a specific reserve, maintained independently of Blaenau Gwent.
Small & Rural Schools Grant	(35,904.00)	Establishment of new reserve with excess grant funding and income required to continue with service delivery 2021/2022.
SMIFFs	(244,073.89)	Contributions from schools received to fund school expenditure relating to the sickness and building maintenance schemes.
Syrian Resettlement Programme	(103,500.00)	This relates to Home Office funding in relation to the Syrian resettlement programme.
Test, Trace, Protect Service	(77,944.86)	Establishment of new reserve from the underspend on the TTP 2020/2021 budget to be utilised against costs in 2021/2022.
Workforce Development Collaboration	(126,629.52)	2020/2021 underspend in relation to the pooled budget.
Youth Service	(4,458.00)	Underspends against various Youth Service grants in 2020/2021.
Total to Qtr 4:	(13,686,665.62)	

Agenda Item 7

Executive Committee and Council only

Date signed off by the Monitoring Officer: 14.07.21

Date signed off by the Section 151 Officer: 15.07.21

Committee: **Executive Committee**
Date of meeting: **26 July 2021**
Report Subject: **Bridging The Gap (BTG) Programme 2021/2022**
Portfolio Holder: **Cllr. Nigel Daniels, Leader of the Council/ Executive Member Corporate Services**
Report Submitted by: **Rhian Hayden - Chief Officer Resources**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
		15.07.21			26/7/2021	26.07.21		

1. Purpose of the Report

- 1.1 This report is to provide Members with an update on the Strategic Business Reviews, including the provisional out-turn for 2020/2021 and latest assessment of the financial achievement for 2021/22 onwards.

2. Scope and Background

- 2.1 The Council's Medium Term Financial Strategy (MTFS) currently identifies budget gaps for 2023/23 to 2025/26 as:-

Table 1: Budget Gaps (surplus) per MTFS (March 2021)

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
Prior to BtG Opportunities	(548)	4,241	7,048	9,854	12,658

- 2.2 In recognising the challenges that the Council faces in the short, medium and long term, a programme of Strategic Business Reviews have been developed to deal with the potential funding gaps identified in the MTFS (Table 1) and to improve the financial resilience of the Council.
- 2.3 Based on strategic themes the Bridging the Gap (BtG) programme identifies savings opportunities, potential cost avoidance and new revenue streams. Designed to support a balanced budget, it is also focussed on creating the conditions of a commercially minded council. This includes seeking new revenue streams and ensuring resources are aligned to the strategic priorities of the council. The approach has a particular emphasis on:
- Maximising the potential of income generation and taking a clearly commercial approach where it is appropriate to do so;

- Re-procurement and re-negotiation of contracts;
- Exploiting the opportunity that digital transformation can provide;
- Making best use of our assets and property;
- Considering what action are needed to influence and reduce demand;
- Looking for opportunities to support residents to do more for themselves;
- Exploiting the opportunities to strengthen financial resilience by supporting growth in the borough

2.4 The March 2021 assessment of the potential achievement of the BtG programme was estimated to be between £4m and £7.3m between 2021/2022 and 2025/2026. Table 2 provides the annual assessment of achievement at that time.

Table 2: Estimated Achievement of BtG (March 2021)

Estimated Achievement Range:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Low	500	1,073	764	846	846	4,029
High	1,000	2,083	1,314	1,446	1,446	7,289

2.5 In agreeing the budget for 2021/2022 the estimated achievement of BtG is £755,000 resulting in a surplus budget of £1.3m. For 2022/2023 onwards the forecast budget gaps based upon the estimated achievement above are:-

Table 3: Remaining Budget Gaps following application of BtG Opportunities

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
	£000s	£000s	£000s	£000s	£000s
Remaining Budget Gap – at low achievement	(1,303)	2,413	4,456	6,416	8,374
Remaining Budget Gap – at high achievement	(1,303)	1,403	2,896	4,256	5,614

- 2.6 The Council's Corporate Leadership Team, supported by officers from all services are continuing to identify / develop additional BtG proposals to close the future years' budget gaps.
- 2.7 The budget gaps identified within the report are based upon the Medium Term Financial Strategy assumptions agreed earlier in the year. These assumptions include a cash flat settlement from Welsh Government, pay awards & price inflation of 2% per annum and annual cost pressures of £1m.
- 2.8 Variations to/from these assumptions will impact the budget gaps.

3. Options for Recommendation

3.1 Option 1 – (Recommended Option)

Members of Executive Committee consider the report and provide appropriate challenge to the Bridging the Gap programme.

3.2 Option 2

Members of Executive Committee Scrutiny Committee do not accept the report.

4. Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan

4.1 The Bridging the Gap programme supports the achievement of the Outcome Statement of an ambitious and innovative council delivering the quality services we know matter to our communities, supporting:

- The financial resilience of the Council
- Developing a more commercial organisation to generate income and deliver cost reductions to make local services sustainable and raise money to re-invest in our priorities

5. Implications Against Each Option

5.1 Impact on Budget (short and long term impact)

5.2 Financial Year 2020/2021 – Provisional Out-turn

5.3 Table 4 identifies the Strategic Business Reviews, the estimated achievement and the actual achievement delivered in 2020/2021.

Table 4: Strategic Business Reviews Provisional Out-turn 2020/2021

Strategic Business Review	Estimated Achievement 2020/2021 £'000	Actual Achievement 2020/2021 £'000	(Adverse) / Favourable Variance £'000
Industrial Units	100	0	(100)
Commercial Waste	23	0	(23)
Income Recovery	54	54	0
Fees & Charges	200	68	(132)
Commercial Activity	0	0	0
Third Party Spend	550	550	0
Assets & Property	130	85	(45)
Customer Experience	0	0	0
Work Place Transformation	50	50	0
Growth Strategy	220	220	0
Low Carbon	138	138	0
TOTAL	1,465	1,165	(300)

- 5.4 Overall, there is a shortfall in the actual achievement for 2020/2021 against the estimated achievement of £0.3m. The Covid-19 pandemic had a significant impact on the Council's ability to progress a number of the Strategic Business Reviews including:
- Industrial Units service review was delayed due the impact of Covid-19 on the economy.
 - Reduced Fees and Charges as a result of closure of services e.g. Day Care/Respite Services following the national lockdown in March 2020.
 - Commercial Waste, there was a delay in implementing the new service change due to closure of businesses within the borough as a result of the national lockdown in March 2020.
 - Community Asset Transfers
- 5.5 Welsh Government provided funding through the Emergency Hardship fund for loss of income and the Council received £2.2m funding to mitigate the cost pressure as a result of loss of income due to the pandemic and £0.57m un-hypothecated grant for savings not achieved. The funding has offset the shortfall against BtG.
- 5.6 In setting the budget for 2021/2022, cost pressure funding was built into the budget for Industrial Units (£133,000) and Commercial Waste (£23,000) to recognise the medium / long term impact of the pandemic and mitigate the resulting cost pressure for 2021/2022.
- 5.7 **Financial Year 2021/2020 Onwards**
- 5.8 An update on the Strategic Business Reviews were presented to the Strategic Commercial and Commissioning Board in May 2021. The latest review indicates an increase in the estimated achievement for 2022/2023 to between £1.47m and £2.48m with no change to subsequent years.
- 5.9 The increase in estimated financial achievement is due to the Future Place and Service Delivery review, an amalgamation of a number of original cross cutting strategic business reviews, which is estimated to achieve an increase of £0.4m - this includes the implementation of Agile Working and the de-commissioning of the Civic Centre.
- 5.10 The latest assessment and progress update on the individual strategic reviews are attached at Appendix 1. Building these updated assessments into the current budget gaps will have the following impact:-

	2022/2023	2023/2024	2024/2025	2025/2026
	£000s	£000s	£000s	£000s
Remaining Budget Gap – at revised low achievement	2,013	4,056	6,016	7,974
Remaining Budget Gap – at revised high achievement	1,003	2,496	3,856	5,214

5.2 Risk including Mitigating Actions

5.2.1 Current assessment of achievement against the Strategic Business reviews do not identify sufficient financial benefits to Bridge the funding Gap identified in the Medium Term Financial Strategy in the medium to long term. Additional / alternative proposals will therefore be required to ensure that the Council can set a balanced budget.

5.3 Legal

5.3.1 The Council must set a balanced budget on an annual basis and the Bridging the Gap programme will support this requirement.

5.4 Human Resources

5.4.1 The Strategic Business Review, Future Place and Service Delivery, will have an impact on staff as it will result in a variation to Terms and Conditions.

6. Supporting Evidence

6.1 Performance Information and Data

6.1.1 The scope and outcome, including key activities for each of the Strategic Business Reviews is attached at Appendix 1.

6.2 Expected outcome for the public

6.2.1 The Bridging the Gap Programme support the Council in the development of its annual budgets which in turn will allow the Council to deliver services to the public.

6.3 Involvement (consultation, engagement, participation)

6.3.1 Officers & Members of the Council are involved in the development of the Bridging the Gap Strategic Business Reviews.

6.3.2 The proposals have/will be considered by the appropriate Scrutiny Committee.

6.4 Thinking for the Long term (forward planning)

6.4.1 The Bridging the Gap programme supports the Council's medium term financial planning in line with the Medium Term Financial Strategy.

6.5 **Preventative focus**

- 6.5.1 Included within the Bridging the Gap programme is a proposal focussing on an evaluation of the long term impact of prevention and early intervention on reducing the requirement for high cost services and better outcomes for our most vulnerable residents.

6.6 **Collaboration / partnership working**

- 6.6.1 Achievement of the Bridging the Gap proposals will require cross Council working and collaboration / partnerships with other stakeholders.

6.7 **Integration (across service areas)**

- 6.7.1 Bridging the Gap proposals have been developed across the Council and are crosscutting in nature.

6.8 **EqIA (screening and identifying if full impact assessment is needed)**

- 6.8.1 Equality Impact Assessments will be undertaken on the opportunities taken forward as part of the Bridging the Gap proposals.

7. **Monitoring Arrangements**

- 7.1 *State how the work will be monitored e.g. through scrutiny or directorate performance management arrangements*

- 7.1.2 Progress against predicted delivery of Bridging the Gap proposals form part of the budget monitoring arrangements and is monitored and reviewed by the Strategic Commercial and Commissioning Board, Scrutiny Committee & Executive.

Background Documents /Electronic Links

- *Appendix 1*

BRIDGING THE GAP STRATEGIC BUSINESS REVIEWS MONITORING PROCESS

Review Title	Lead Officer/ Portfolio Holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables							
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022							
Industrial Portfolio	Ellie Fry	<p>To review the Council's Industrial Unit Portfolio to identify areas for improvement and opportunities to maximise income.</p> <p>Intended outcome</p> <ul style="list-style-type: none"> To develop a long term sustainable income source for the Council. Explore and develop new income streams. Reduce reactive maintenance liabilities. Improve quality of portfolio to further support economic development. Get greater visibility of income and expenditure to support invest/divest decisions. 	<ul style="list-style-type: none"> Appointed agents to undertake high value RR's. Appointed agents to manage service charge (SC) program Planned 1st phase of Capex/revenue investments Completion/handover of BoxHyb (22 units' office space) 	<ul style="list-style-type: none"> Set up new accountancy structure Implement SC to pilot estate Handover of Lime Avenue units to portfolio BoxHyb lettings progressing 	<ul style="list-style-type: none"> Review of rent review program Review of 1st phase SC program Completion of 1st phase Capex improvement program 	<ul style="list-style-type: none"> Further role out of SC. 										
							Financial Management:-		Quarterly progress update against deliverables (Project outcomes and financial)							
							Estimated Financial Achievement		<ul style="list-style-type: none"> Good progress has been made on the appointment of external resources with the use of the NPS framework. Avision Young and Knight Frank are appointed to manage the rent review and service charge programs respectively. We are expecting handover of Lime Avenue Business Park and the BoxHyb by the end of Q1. Marketing is underway on both developments. 							
							2020/2021	2021/2022	2022/2023		2023/2024		2024/2025			
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000									
0	0	0	50	0	100	50	200									
Risk Management:-																
Risks / Issues						Mitigating Actions										
<ul style="list-style-type: none"> Departure of PM Lack of resource (legal x1 and estates x1) Negative PR associated with actions End of year accounts affect finance resources required to manage portfolio budgets Covid-19 related rent arrears 						<ul style="list-style-type: none"> Members briefings to forewarn about PR issues Recruitment underway for Estates role Alan Powell in post to support PR going forward 										
Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables							
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022							
Commercial Waste	Richard Crook	<p>To roll out a new Commercial Waste service borough wide. A successful capital bid secured £250,000 for Blaenau Gwent's Commercial Waste Service. During the financial year 2019/2020, the Trade Waste Service underwent a full revamp with a revised implementation date of 1st April 2021.</p> <p>Intended outcome</p>	<ul style="list-style-type: none"> Launch of Service [May 2021] Liaise with customers re. any teething issues 	<ul style="list-style-type: none"> Consolidation of the new service Monthly budget monitoring 	<ul style="list-style-type: none"> Begin proactive marketing of new service to attract more customers, annual review of pricing strategy 	<ul style="list-style-type: none"> Development of online contracts and Duty of Cares Implementation of revised pricing schedule 										
							Financial Management:-		Quarterly progress update against deliverables (Project outcomes and financial)							
							Estimated Financial Achievement		<ul style="list-style-type: none"> New Service was launched on Tuesday 4th May following delay [this was to allow businesses to reopen after relaxation of Covid-19 restrictions around non-essential businesses]. 							
							2020/2021	2021/2022	2022/2023		2023/2024		2024/2025			
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000									
0	0	23	23	64	64	96	96									
Risk Management:-																
Risks / Issues						Mitigating Actions										
<ul style="list-style-type: none"> A 3rd Covid-19 wave could see the reintroduction of restrictions meaning some customers would have to close and therefore suspend their service requirements. 						<ul style="list-style-type: none"> Some customers would continue to operate, therefore minimising losses. 										

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables																										
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022																										
Income Recovery	Rhian Hayden	To review current income recovery activities to ensure best / efficient practices in place. Intended outcome <ul style="list-style-type: none"> Income recovery policies are appropriate and include early intervention actions agreed Fees & charges are implemented payment in advance of service delivery (where appropriate) thereby avoiding costs of issuing invoices easy access to various payment methods use of technology is maximised 	<ul style="list-style-type: none"> Review current arrears levels Update debt analysis Implement agreed fees & charges for 2021/22 	<ul style="list-style-type: none"> Monitor debt levels & ongoing recovery rates Revisit recommendations of CIPFA review Identify services where payment in advance can be implemented 	<ul style="list-style-type: none"> Monitor debt levels & ongoing recovery rates Consult with service areas identified where payment in advance could be implemented Recommend pilot scheme – attending community organised sessions, providing advice as appropriate (subject to lifting of restrictions) 	<ul style="list-style-type: none"> Monitor debt levels & ongoing recovery rates Work with services where payment in advance can be implemented Review outcomes from the pilot scheme and continue attending community organised sessions (providing advice as appropriate) 																													
			Financial Management:-			Quarterly progress update against deliverables (Project outcomes and financial)																													
Estimated Financial Achievement																																			
2020/2021	2021/2022	2022/2023		2023/2024		2024/2025																													
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000																											
54	0	0	0	0	0	0	0	0																											
			<ul style="list-style-type: none"> The Income Recovery review has been impacted by the Covid 19 pandemic. 2020/21 Significant numbers of Blaenau Gwent residents have been affected by the economic impact of the pandemic and throughout 2020/21 the Council saw increasing daily contacts from residents indicating they were having difficulty paying their bills (including Council Tax, NNDR & other Council liabilities e.g. Industrial Unit rentals) – alternative payment arrangement have been agreed and are being monitored including payment holidays, smaller instalment payments over a longer period of time. Where appropriate individuals have been encouraged to apply for Council Tax Reduction Scheme (eligible applications have increased significantly compared to previous years) and signposted to other advice organisations. Limited formal recovery action has been undertaken (this is consistent with the agreed approach across all Welsh LA's) Unfortunately the planned attendance at community organised sessions to provide advice to the public was suspended in line with the government's coronavirus restrictions. Whilst many Direct Debits were cancelled there has been an increased take up overall from those who would previously have paid by cash or cheque (a consequence of the national lockdowns & restrictions) <p>The Council Tax portal is now online with approximately 950 registering to use the service – when registered Council Tax payers are able to receive / view their accounts on line, make payments, set up a direct debit. There is also the ability to report change of circumstances via the my Council Services app. The overall impact of the above is a £1.3m increase in the level of arrears as at 31 March 2021 when compared to 2020:-</p> <table border="1"> <thead> <tr> <th></th> <th>Arrears as at 31 March 2020 £000's</th> <th>Arrears as at 31 March 2021 £000's</th> <th>Increase / (Decrease) £000's</th> <th></th> </tr> </thead> <tbody> <tr> <td>Council Tax</td> <td>5,046</td> <td>7,069</td> <td>2,023</td> <td>Reduced collection rates have been identified across Wales, WG have acknowledged this pressure on LA budgets and provided a grant at the end of 2020/21 to help mitigate some of this (for BG this was £587k).</td> </tr> <tr> <td>Sundry Accounts</td> <td>5,714</td> <td>5,191</td> <td>(523)</td> <td></td> </tr> <tr> <td>HB Overpayments</td> <td>1,561</td> <td>1,372</td> <td>(189)</td> <td></td> </tr> <tr> <td>Total</td> <td>12,321</td> <td>13,632</td> <td>1,311</td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> 2021/22 – Q1 Current debt analysis has commenced 2021/22 Fees & charges have been implemented (as relevant) Court dates for formal recovery action are being sought however there appears to be a lack of Court availability within Gwent 									Arrears as at 31 March 2020 £000's	Arrears as at 31 March 2021 £000's	Increase / (Decrease) £000's		Council Tax	5,046	7,069	2,023	Reduced collection rates have been identified across Wales, WG have acknowledged this pressure on LA budgets and provided a grant at the end of 2020/21 to help mitigate some of this (for BG this was £587k).	Sundry Accounts	5,714	5,191	(523)		HB Overpayments	1,561	1,372	(189)		Total	12,321	13,632	1,311	
	Arrears as at 31 March 2020 £000's	Arrears as at 31 March 2021 £000's	Increase / (Decrease) £000's																																
Council Tax	5,046	7,069	2,023	Reduced collection rates have been identified across Wales, WG have acknowledged this pressure on LA budgets and provided a grant at the end of 2020/21 to help mitigate some of this (for BG this was £587k).																															
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Risk Management:-																																			
Risks / Issues			Mitigating Actions																																
<ul style="list-style-type: none"> Economic impact of Covid 19 may have medium / long term implications 			<ul style="list-style-type: none"> Monitor arrears levels & compliance with agreed payment arrangements 																																

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables	
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022	
Fees and Charges	Rhian Hayden	To review and develop an approach to the setting of fees and charges that reflects full cost recovery, and identifies further opportunities for raising income from discretionary services. Options to stretch targets on those budget lines that over achieving will be explored in future years. <u>Intended outcome</u> Fees and Charges are set at an appropriate level	<ul style="list-style-type: none"> Review baseline income for 2020/21 - to assess underlying issues 		<ul style="list-style-type: none"> Monitor Q1 forecast position Develop a priority matrix to determine which areas have potential to develop into full cost recovery 		<ul style="list-style-type: none"> Options appraisals for individual areas in line with agreed priority list Re-establish the Officer Working Group and commence review of Fees & Charges Register for 2022/2023 		<ul style="list-style-type: none"> Options appraisals for individual areas in line with agreed priority list Complete Review of Fees & Charges Register for 2022/23 and report to Council 	
			Financial Management:- Quarterly progress update against deliverables (Project outcomes and financial) <ul style="list-style-type: none"> Fees & charges for 2021/22 considered & agreed by Council in March 2021. Limited changes agreed as a consequence of impact of pandemic. 							
Estimated Financial Achievement										
2020/2021	2021/2022	2022/2023		2023/2024		2024/2025				
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
121	0	100	100	100	100	100	100			
Risk Management:-										
Risks / Issues						Mitigating Actions				
<ul style="list-style-type: none"> Political agreement to move to full cost recovery Reduced demand for Service as a consequence of Loss of custom with increased charges 						<ul style="list-style-type: none"> Continued monitoring of income collected through fees & charges Fees & Charges are set in consultation with relevant stakeholders 				

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables	
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022	
Commercial activity, investment and new income	Richard Crook	This strategic review will focus on identifying additional commercial opportunities to supplement the current activities of: <ul style="list-style-type: none"> Fees and charges Developing the Industrial Portfolio Current income from traded or shared services Property Investment inside the Borough and out of the Borough Investment in energy and low carbon activities Disposals or development of assets and property <u>Intended outcome</u>	<ul style="list-style-type: none"> Briefing for Exec around Wind Turbine opportunity Planning Feasibility work being undertaken 		<ul style="list-style-type: none"> Submission of planning application for Turbine Review Investment Framework inc advice around ROI Identify Investment funds in MTFS 		<ul style="list-style-type: none"> Procurement exercise for Turbine Market review of potential property investments Finalise funding arrangement for the Turbine Review Gov Tech Opportunity Review Industrial estate Energy Challenge Consider LUF investment Complete SV Review 		<ul style="list-style-type: none"> Sign off Commercial arrangements with SV for the Turbine Report and agree on SV Options Agree Investment Fund in MTFS 	
			Financial Management:- Quarterly progress update against deliverables (Project outcomes and financial)							
Estimated Financial Achievement										
2020/2021	2021/2022	2022/2023		2023/2024		2024/2025				
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
0	0	0	0	50	50	50	50			
Risk Management:-										
Risks / Issues						Mitigating Actions				
<ul style="list-style-type: none"> 						<ul style="list-style-type: none"> 				

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022		
Third party expenditure – commissioning, procurement and contract management	Bernadette Elias	<p>The Council commissions, procures and manages contracts with a wide range of third party suppliers across all its services spending circa. £80m +. This strategic business review seeks to identify for efficiencies and improved outcomes where possible.</p> <p>Intended outcome</p> <p>Through a combination of re-negotiated contract terms, consolidation of contracts competitive tendering and effective contract management, we are seeking to maximise cashable and non-cashable benefits comprising cost reductions, cost avoidance, efficiency savings (through alternative payment methodologies) and social and environmental benefits through the inclusion of community benefits and social value contract clauses.</p>	<ul style="list-style-type: none"> SCCB Check and Challenge process agreed for Contracts above £75,000; Operational Board Terms of Reference (TOR) reviewed to provide Check & Challenge for Below £75,000 contracts; 2021/22 procurement programme has identified circa 320 recurring and/or planned contracts; Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 1 activities; 	<ul style="list-style-type: none"> Report Quarter 1 Outcomes; Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 2 activities; 	<ul style="list-style-type: none"> Report Quarter 2 Outcomes; Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 3 activities; 	<ul style="list-style-type: none"> Report Quarter 3 Outcomes; Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 4 activities; Collate and Report 2022/23 Forward Procurement Programme; 					
			Financial Management:-			Quarterly progress update against deliverables (Project outcomes and financial)					
Estimated Financial Achievement			<ul style="list-style-type: none"> Procurement officers are actively engaging with service areas to deliver the 2021/22 procurement programme. The procurement programme has identified 188 recurring contracts and 129 planned procurements which require progression during 2021/22. All identified contracts will be challenged in terms of their commercial effectiveness and progressed accordingly; Itemised activity updates will be provided at the end of each quarter. 								
2020/2021	2021/2022	2022/2023		2023/2024		2024/2025					
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				
550	490	250	550	250	550	250	550				
Risk Management:-											
Risks / Issues			Mitigating Actions								
<ul style="list-style-type: none"> Contract are awarded at a local level without due consideration to the wider organisational objectives. Commissioning and procurement activities fail to realise the intended outcomes. 			<ul style="list-style-type: none"> SCCB established to provide robust governance around the Council's 3rd Party spend and wider commercial activities. Client and procurement officers will continue to challenge all existing contracts to determine commercial effectiveness. Procurement officers will continuously monitor in-year spend to identify further commercial opportunities. 								

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables																															
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022																															
Assets and Property	Richard Crook	<p>The Council has a range of property assets. This review will ascertain their value to the Council and identify how best to maximise these assets to strengthen our balance sheet. This review would include buildings and green spaces and will align with the growth strategy.</p> <p>Intended outcome</p>	<ul style="list-style-type: none"> Non-operational buildings identified and programme of disposals agreed. Rating Agents appointed to review rates liability and identify potential savings. Leased in properties identified and discussions with service users ongoing. Area review of land holdings discussed and criteria for review agreed. 	<ul style="list-style-type: none"> Target date to discuss rating appeals in respect of Abertillery properties set with VOA Ongoing inspections and appeals by Rating Agents Area Review Criteria and process agreed with Members Lease renewal terms agreed for 20 Church Street – Housing office Obtain external valuations of staff tenanted residential property Ongoing discussions with Landlords agent in respect of re-gearing Anvil Court lease Bring Bridge Street Health Centre lease to an end pending Social Services vacating team to Anvil Court. 	<ul style="list-style-type: none"> Disposal programme – Blaina toilets informal tender for sale Discussions/negotiations with staff on residential tenanted properties for subsequent sale as per non-operational disposal list Ongoing rating discussions and appeals between retained rating agents and VOA Rating review of Civic Centre once decommissioning is finalised Ongoing discussions with Landlords agent in respect of re-gearing Anvil Court lease 	<ul style="list-style-type: none"> Disposal programme reviewed Ongoing review of rating liabilities Ongoing discussions with Landlords agent in respect of re-gearing Anvil Court lease 																																		
			<p>Financial Management:-</p> <table border="1"> <thead> <tr> <th colspan="8">Estimated Financial Achievement</th> </tr> <tr> <th>2020/2021</th> <th>2021/2022</th> <th colspan="2">2022/2023</th> <th colspan="2">2023/2024</th> <th colspan="2">2024/2025</th> </tr> <tr> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> </tr> </thead> <tbody> <tr> <td>85</td> <td>35</td> <td>150</td> <td>210</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>Quarterly progress update against deliverables (Project outcomes and financial)</p> <ul style="list-style-type: none"> Savings delivered against the 2021/22 target to date total £17,000. Rating Review – one appeal awarded to date for Milfraen View, which has generated a refund of NNDR of £17,000 (less fees) for the current year, and cost avoidance in future years of £9,095 per annum. Results of further appeals anticipated during the next two years Community Asset transfer agreed for Queen Street Primary. Legal completion pending (Budget savings applied to previous year). Abertillery Toilets sold, further sales being considered for 2021/22 from non-operational list. 									Estimated Financial Achievement								2020/2021	2021/2022	2022/2023		2023/2024		2024/2025		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	85	35	150	210	0
Estimated Financial Achievement																																								
2020/2021	2021/2022	2022/2023		2023/2024		2024/2025																																		
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000																																	
85	35	150	210	0	0	0	0																																	
Risk Management:-																																								
Risks / Issues						Mitigating Actions																																		
<ul style="list-style-type: none"> Complex legal issues delaying/preventing sale Departmental or Ward member opposition to sales Operational issues with sale to retained land Level of rates reduction/liability may be challenged. Reduction in rental levels on lease renewal may be unsatisfactory 						<ul style="list-style-type: none"> Need to ensure adequate legal support to review documents/legal title in advance of sale Communication and consultation with stakeholders and area review criteria agreed in advance Provide option appraisal for alternatives to sale Specialist Rating Adviser appointed Property Advisor appointed to renegotiate lease terms/rental in respect of Anvil Court 																																		

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables																						
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022																						
Review of the MRP Policy	Rhian Hayden	<p>To undertake a review of the Council's Minimum Revenue Provision (MRP) to determine options available for consideration when determining the optimum MRP strategy</p> <p>Intended outcome Identification of optimum MRP Strategy for Blaenau Gwent CBC</p>	<ul style="list-style-type: none"> Review of current MRP policy Review of current methodology applied for supported & unsupported borrowing Identification of options to provide optimum MRP Strategy / comparison of MRP charges for options 		<ul style="list-style-type: none"> Report to Council recommending change to MRP (subject to outcome of findings during Quarter1) 		<ul style="list-style-type: none"> n/a 		<ul style="list-style-type: none"> n/a 																						
			<p>Financial Management:-</p> <p>Estimated Financial Achievement</p> <table border="1"> <thead> <tr> <th>2020/2021</th> <th>2021/2022</th> <th colspan="2">2022/2023</th> <th colspan="2">2023/2024</th> <th colspan="2">2024/2025</th> </tr> <tr> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> <th>£'000</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>50</td> <td>500</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		2020/2021	2021/2022	2022/2023		2023/2024		2024/2025		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	0	0	50	500	0	0	0	0	<p>Quarterly progress update against deliverables (Project outcomes and financial)</p> <ul style="list-style-type: none"> Current MRP policy has been reviewed Alternative options for making prudent MRP have been identified & assessment of each option is being undertaken 		
2020/2021	2021/2022	2022/2023		2023/2024		2024/2025																									
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000																								
0	0	50	500	0	0	0	0																								
Risk Management:-																															
Risks / Issues			Mitigating Actions																												
MRP Policy not compliant with guidance			Proposals will be developed with due regard to WG guidance																												
Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables		Key Activities / Deliverables																						
			Quarter 1 2021/2022		Quarter 2 2021/2022		Quarter 3 2021/2022		Quarter 4 2021/2022																						
Future work place and service delivery	Michelle Morris	<p>This is a new Strategic Business Review that merges the previous business review on customer experience and the business review on workplace transformation.</p> <p>The impact of the pandemic has force the organisation to think radically about how and where it will deliver services to the communities in Blaenau Gwent. This Programme includes:</p> <ul style="list-style-type: none"> New Operating Model; Community Hubs to improve customer access to council services; Democratic Hub at the General Offices for formal Council business; Permanent vacation of Civic Centre and move to Agile Working Model based on remaining office accommodation; 	<ul style="list-style-type: none"> Establish Programme Governance Open new Democratic Hub and pilot agile meeting model Open new Community Hubs Commence project to decommission Civic Centre Agree new Agile Working Policy Commence leadership development to support new working arrangements Complete consultation with all staff moving to home or agile working and agree variation to contracts Complete Communication Plan to support change programme 		<ul style="list-style-type: none"> Commence full Council Diary using new agile meeting arrangements (in line with relaxation of covid restrictions) Continue to develop the Community Hubs to broaden the services delivered Complete design and procurement of Anvil Court refurbishment Commence return to the office (in line with relaxation of covid restrictions) Review and approve HR Policies as required e.g. Mileage Allowances Continue to progress decant of Civic Centre 		<ul style="list-style-type: none"> Complete establishment of new Democratic Hub Continue to develop the Community Hubs, expanding the services available and the hours of opening, as covid restrictions allow Complete staff decant from Civic Centre Progress with the refurbishment of Anvil Court in line with agreed plan. 		<ul style="list-style-type: none"> Civic Centre decanted and decommissioned, tender returned and awaiting award of contract Masterplan for the redevelopment of the site completed and agreed Community Hubs & Democratic operating BAU – within Covid restrictions Progress with the refurbishment of Anvil Court in line with agreed plan Achieve full financial savings to support 2022/23 Revenue Budget 																						
			<p>Financial Management:-</p> <p>Estimated Financial Achievement</p> <table border="1"> <thead> <tr> <th>2020/2021</th> <th>2021/2022</th> <th>2022/2023</th> <th>2023/2024</th> <th>2024/2025</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		2020/2021	2021/2022	2022/2023	2023/2024	2024/2025						<p>Quarterly progress update against deliverables (Project outcomes and financial)</p> <ul style="list-style-type: none"> Programme on-target for Quarter 1 deliverables; 																
2020/2021	2021/2022	2022/2023	2023/2024	2024/2025																											

£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	<ul style="list-style-type: none"> Development of Community Hubs as the LA face to face contact provision, with soft launch of phase 1 delivery on 21 June 2021 Change in Out of Hours service delivery to a local provider from 1 July 2021 Continuation of Contact Centre Review, focussing on staffing and training Commencement of the review of the Localities provision linking into the Community Hub Model Creation and appointment of a digital apprentice, working with colleagues in Aspire programme to secure appointment Presentation to Tech Valley Board on Waste project progress to date Submission of bid to Welsh Government to continue with Gov.pay project which is a collaborative approach with Neath Port Talbot and Torfaen Local Authorities.
50	0	400	400	0	0	0	0	

Risk Management:-	
Risks / Issues	Mitigating Actions
<ul style="list-style-type: none"> Delays to the decant of civic centre due to the need to relocate IT Servers to new host Impact on staff well-being from the return to the workplace 	<ul style="list-style-type: none"> Work with SRS to ensure delivery times are aligned to prevent achieve planned decant Continue to comply with Covid restrictions in the workplace, ensure risk assessments are in place, leadership development and support to ensure managers understand their role in supporting staff, provision of support via occupational health

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables	Key Activities / Deliverables	Key Activities / Deliverables	Key Activities / Deliverables
			Quarter 1 2021/2022	Quarter 2 2021/2022	Quarter 3 2021/2022	Quarter 4 2021/2022
Growth Strategy	Richard Crook	<p>Our Growth Strategy involves a programme of housing development that will see an impact on our revenue streams through increase Council Tax. This will contribute to the MTFS and is a critical element of building strong communities.</p> <p>Intended outcome</p> <ul style="list-style-type: none"> To bring back into use 5-10% of vacant properties per annum (circa 40) To support the delivery of circa 400 new houses by 2023 To increase the economic competitiveness of Blaenau Gwent in the 2022 UKCI To secure £548,000 pa into the local economy with 100 households attracted/retained in BG To implement water and wind turbines to generate 3.6 mW and £2.5m of investment To have commenced an investment portfolio for BG 	<ul style="list-style-type: none"> Promote housing sites for private development Continue to administer loans and grants for vacant properties (post covid) Work through planning process on housing sites SAB issues - address (Davies, Works) Delivery programme for EV School site, to inform build out rate 	<ul style="list-style-type: none"> Appoint new vacant property officer Begin 'investment portfolio' with Industrial Units review Silent Valley wind turbine scoping and planning Lovell's site 65% built 50% sold Persimmon site starts build SUDs scheme approved for Davies site Stage 2 decision on Ashvale Planning/SABS Northgate Delivery programme Northgate Development brief Civic Centre 	<ul style="list-style-type: none"> Informal launch Energy Prospectus linked to COP26 CCR approval for Tredgar? Completion of Golwg Y Bryn Completion of Greenacres 	<ul style="list-style-type: none">

Financial Management:-		Quarterly progress update against deliverables (Project outcomes and financial)					
Estimated Financial Achievement		20/21					
2020/2021	2021/2022	2022/2023	2023/2024	2024/2025			
£60,000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
£133,000		0	0				
£637,000							
184	230	300	300	100	100	100	100
		<ul style="list-style-type: none"> 400+ homes by 2023 – During 20/21 184 completed against schemes identified, of which 56 open market and 128 social rent Completion and occupation is equivalent of £60k in CT returns (based on 80% full CT and 2-% at discounted rates) Completion of 184 units generates circa £133k of local community spend Council tax returns of £637k 3 social rented sites were completed (College Road, Sirhowy and Gwaun Helyg) 4 schemes on site (2 social rent, Greenacres and Glanffrwyd. 2 mixed, Golwg Y Bryn and Ebbw Vale School Site) 1 scheme at planning/acquisition stage (Northgate) 					

Risk Management:-	
Risks / Issues	Mitigating Actions
<ul style="list-style-type: none"> SABS decisions causing delays on development 	<ul style="list-style-type: none">

		Scope and Outcome	Key Activities / Deliverables	Key Activities / Deliverables	Key Activities / Deliverables	Key Activities / Deliverables
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Review Title	Lead Officer/ Portfolio holder		Quarter 1 2021/2022	Quarter 2 2021/2022	Quarter 3 2021/2022	Quarter 4 2021/2022
Low Carbon	Michelle Morris	Develop a Low Carbon Plan which sets out an ambitious vision and targets for BG to become a Low Carbon Borough and supports the corporate objectives of being a more Efficient Council and Strong & Environmentally Smart Communities. Intended outcome	<ul style="list-style-type: none"> Readiness Assessment (RA) – Transport (Direct) complete Response to BG Climate Assembly findings complete Agree high level timeline for RA for all Transitions 	<ul style="list-style-type: none"> Monitoring Report to Scrutiny Committee Monitor/Progress delivery of actions from RA – Transport (Direct) Complete 2nd RA 	<ul style="list-style-type: none"> Complete 3rd RA Annual Report to Council Monitor/Progress delivery of actions from completed RA 	<ul style="list-style-type: none"> Complete 4th RA Monitor/Progress delivery of actions from completed RA
			Financial Management:-			
Estimated Financial Achievement			Quarterly progress update against deliverables (Project outcomes and financial)			
2020/2021	2021/2022	2022/2023	2023/2024	2024/2025		
£'000	£'000	£'000	£'000	£'000	£'000	£'000
138	0	200	350	200	350	200
Risk Management:-			<ul style="list-style-type: none"> On target – next meeting in June will consider final RA – Transport Direct and the high level timeline for all Transitions; Report to Scrutiny scheduled for September; 			
Risks / Issues			Mitigating Actions			
<ul style="list-style-type: none"> New investment may be required to ensure that actions can be progressed to support transition to carbon neutral Need to ensure that policy development/service re-design is under-pinned by the principles of achieving carbon neutral council Capital Programme needs to support delivery through investment in the right designs and technology e.g. carbon neutral buildings 			<ul style="list-style-type: none"> RA need to identify funding gaps/opportunities or where we need to change funding model to support this work All Committee Reports to identify impact on carbon emissions to ensure that the organisation builds a more sustainable future All investment decisions need to include impact on carbon emissions and ensure the Council only invests in low carbon or carbon free solutions 			

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables	Key Activities / Deliverables	Key Activities / Deliverables	Key Activities / Deliverables
			Quarter 1 2021/2022	Quarter 2 2021/2022	Quarter 3 2021/2022	Quarter 4 2021/2022
Use of external grants	Bernadette Elias	Scope of the Review This strategic business review is concerned with deployment of additional grant funding that is available to the council and its partners. It is estimated that the organisation receives approximately £22m additional funding to support our priorities. This review will explore how the grants are utilised across the council to deliver outcomes for our residents.	<ul style="list-style-type: none"> Start Review and update of the grants register with resource colleagues Initial scoping for review of Regeneration grants with service and finance colleagues 	<ul style="list-style-type: none"> Updated grants register on SCCB agenda and presented quarterly to keep organisational oversight Finalise and agree scope for Regen 	<ul style="list-style-type: none"> Findings from review of Regen presented to SCCB Quarterly reporting of grants register ICF reporting through democratic process 	<ul style="list-style-type: none"> Quarterly reporting of grants register Focus of next phase of review agreed
		This review will also consider the impact of the removal of these grants and the risk placed on core funding. Intended outcome <ul style="list-style-type: none"> Better organisational oversight of how grants support our corporate priority areas. Clearer lines of accountability with identified leads to ensure delivery of intended outcomes and management of risk to core funding. 				
Quarterly progress update against deliverables (Project outcomes)						

• • • •
Risk Management:-
Risks / Issues
•

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables			
			Quarter 1 2021/2022	Quarter 2 2021/2022	Quarter 3 2021/2022	Quarter 4 2021/2022
Developing our customer experience and digital ambitions	Bernadette Elias	<p>This review supports the customer focus and use of technology themes in the Commercial strategy</p> <p>Intended outcome</p> <ul style="list-style-type: none"> Improved Customer Service experience for residents of the borough Creation of Community Hub model Delivery of 12-month Digital programme set out for Council Collaboration with NPT and Torfaen on Digital projects – best practice to be shared across Council Development of Leadership & Development opportunities Links into ICT investment roadmap 	<p>Customer</p> <ul style="list-style-type: none"> Contact Centre review commenced focussing on Customer Service delivery Working with community services, mapping process and understanding customer experience Review of answerphone message Review of out of hours' service Community Hubs model preparation and development <p>Digital / Technology</p> <ul style="list-style-type: none"> digital programme to support the new operating model Progression of externally supported digital projects, Adult Social Care, GovPay, Tech Valley and Democracy Planning for Leadership & Development opportunities to raise awareness and scope of digital Digital apprentice role developed 	<p>Customer</p> <ul style="list-style-type: none"> Further development of Contact Centre review – focus on training / skills gap to support improved service delivery Local out of hours' service delivery from July 2021 Community hubs implementation <p>Digital / Technology</p> <ul style="list-style-type: none"> Digital programme to support the new operating model, hybrid democratic meeting arrangements, service move to digital offer where this focus is most needed Leadership and Development awareness sessions– in progress Findings of Digital projects delivered with other Local Authorities, sharing learning Digital apprentice role recruited 	<p>Customer</p> <ul style="list-style-type: none"> Community hubs implementation and review to inform next phase of development Scoping of Customer Service Standards development <p>Digital / Technology</p> <ul style="list-style-type: none"> digital programme to support the new operating model, hybrid democratic meeting arrangements, service move to digital offer where this focus is most needed Leadership and Development awareness sessions– in progress Developing the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience 	<p>Customer</p> <ul style="list-style-type: none"> Further development of Community Hubs model Scoping of Working towards excellence in Customer Service delivery – charter mark for Customer Services across the Council <p>Digital / Technology</p> <ul style="list-style-type: none"> digital programme to support the new operating model, hybrid democratic meeting arrangements, service move to digital offer where this focus is most needed Leadership and Development awareness sessions– in progress Developing the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience
			Financial Management:-			

Estimated Financial Achievement							
2020/2021	2021/2022	2022/2023		2023/2024		2024/2025	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

Quarterly progress update against deliverables (Project outcomes and financial)

Risk Management:-	
Risks / Issues	Mitigating Actions
<ul style="list-style-type: none"> • • 	

Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables			
			Quarter 1 2021/2022	Quarter 2 2021/2022	Quarter 3 2021/2022	Quarter 4 2021/2022
Prevention and early intervention services	Damien McCann / Lynn Phillips	<p>This review will focus on an evaluation of the long term impact of prevention and early intervention on reducing the requirement for high cost services and better outcomes for our most vulnerable residents.</p> <p>Approach potentially involves children and young people transitioning to adulthood to maximise the preventative benefits. Links to NEETs, Recovery/Renewal and Adult Social Care.</p> <p>Intended outcome</p>	<ul style="list-style-type: none"> • Planning meeting to take place 	<ul style="list-style-type: none"> • Briefing Paper to SCCB Board for discussion regarding seeking external consultancy support. 		

Quarterly progress update against deliverables (Project outcomes)	
<ul style="list-style-type: none"> • CLT have had initial update and requested further information on overall strategic approach etc • CLT agreed the corporate nature of this strand of work 	

Risk Management:-	
Risks / Issues	Mitigating Actions
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • • • •

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Review Title	Lead Officer/ Portfolio holder	Scope and Outcome	Key Activities / Deliverables			
			Quarter 1 2021/2022	Quarter 2 2021/2022	Quarter 3 2021/2022	Quarter 4 2021/2022
Using data and behaviour insight to help deliver better services	Bernadette Elias	<p>Becoming a 21st Century Council means using data and insight to drive decision making. This Strategic Business Review will identify opportunities for the sharing and use of data to design services around the customer.</p> <p>Intended outcome</p> <p>The insight from quantitative and qualitative data is recognised as a valuable asset across the organisation.</p> <p>Data is used insightfully and routinely in service re design, analytics and performance monitoring to support better outcomes.</p>	<ul style="list-style-type: none"> Continue to build the data work streams supporting recovery Audit Wales data review- initial findings and scoping for next phase workshop. Nesta data maturity assessment framework. Behavioural science- early scoping of potential leadership session on applying the MINDSET methodology to service delivery Programme of WLGA funded sessions on user experience, content design and service re design delivered Cardiff University data science academy- summer MSc placement. Expression of interest and proposal submitted Assessment of Well Being planning for next round of Well Being plans in progress 	<ul style="list-style-type: none"> Audit Wales data review, next phases and findings Revisit Data application to BTgap reviews eg work done previously on income and debt testing Nesta data maturity assessment against a recovery theme-economic recovery Show and tell from digital projects Developing the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience. applying service re design to a prioritised programme of service areas including supporting the New Operating Model (NOM). Consideration of applying MINDSET to a pilot programme of service areas, potentially including the NOM Cardiff university placement progression Assessment of Well Being development through the regional sub group of GSWAG 	<ul style="list-style-type: none"> Supporting the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience Testing Nesta data maturity assessment against a recovery theme Cardiff university MSc final product delivery Assessment of Well Being development 	<ul style="list-style-type: none"> Cardiff university MSc --- exploring ways to use the product Assessment of Well Being mature product Development of a research and data programme for the organisational to include external opportunities, behavioural science potential and learning from Nesta assessment, intelligence hub and service re design work
			Quarterly progress update against deliverables (Project outcomes)			

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Risk Management:-

Risks / Issues	Mitigating Actions
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