

## 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><b>Intended outcome</b></p> <ul style="list-style-type: none"> <li>To develop a long term sustainable income source for the Council.</li> <li>Explore and develop new income streams.</li> <li>Reduce reactive maintenance liabilities.</li> <li>Improve quality of portfolio to further support economic development.</li> <li>Get greater visibility of income and expenditure to support invest/divest decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Appointed agents to undertake high value RR's.</li> <li>Appointed agents to manage service charge (SC) program</li> <li>Planned 1<sup>st</sup> phase of Capex/revenue investments</li> </ul>		<ul style="list-style-type: none"> <li>Set up new accountancy structure</li> <li>Implement SC to pilot estate</li> <li>Completed handover of Lime Avenue units to portfolio</li> <li>Handover of <b>BoxHyb</b> units</li> <li>Completion of first lettings at Lime Av.</li> </ul>		<ul style="list-style-type: none"> <li>Assessment of rent review program</li> <li>Review of 1<sup>st</sup> phase SC program</li> <li>Begin targeted investment program on portfolio</li> <li>Recruitment of key estates role</li> </ul>		<ul style="list-style-type: none"> <li>Further role out of SC.</li> <li>Continued investment in portfolio.</li> <li>Completion of</li> </ul>				
			<b>Financial Management:-</b>										
			<b>Estimated Financial Achievement</b>					<b>Quarterly progress update against deliverables (Project outcomes and financial)</b>					
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	<ul style="list-style-type: none"> <li>5 of the high value rent reviews are underway and initial valuations are showing a very positive reply due to positive market conditions.</li> <li>On target to roll out service charge program to pilot estate by end Q2.</li> <li>We have completed the letting of 5 of the 9 Lime Av hybrid units with a further 2 under offer and with solicitors. There has been strong interest in the remaining 2 which I would anticipate being let by the end of Q3.</li> <li>Awaiting rent review results to update figures.</li> </ul>					
£'000	£'000	£'000	£'000	£'000									
0	0	100	0	50									
<b>Risk Management:-</b>													
<b>Risks / Issues</b>						<b>Mitigating Actions</b>							
<ul style="list-style-type: none"> <li>Departure of Team Manager Estates &amp; Asset Management</li> <li>Lack of resource (legal, estates, tech services)</li> <li>Negative PR associated with actions</li> <li>End of year accounts affect finance resources required to manage portfolio budgets</li> <li>Covid-19 related rent arrears</li> </ul>						<ul style="list-style-type: none"> <li>Members briefings to forewarn about PR issues</li> <li>Recruitment underway for estates &amp; legal role</li> <li>Communications Officer in post to support PR going forward</li> <li>Regular credit reviews to keep onto of debt and appropriate action being taken.</li> </ul>							
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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.</p> <p>During the financial year 2019/2020, the Trade Waste Service underwent a full revamp with a revised implementation date of 1<sup>st</sup> April 2021.</p> <p><b>Intended outcome</b></p>	<ul style="list-style-type: none"> <li>Launch of Service [May 2021]</li> <li>Liaise with customers re. any teething issues</li> </ul>		<ul style="list-style-type: none"> <li>Consolidation of the new service</li> <li>Monthly budget monitoring</li> </ul>		<ul style="list-style-type: none"> <li>Begin proactive marketing of new service to attract more customers, annual review of pricing strategy</li> </ul>		<ul style="list-style-type: none"> <li>Development of online contracts and Duty of Cares</li> <li>Implementation of revised pricing schedule</li> </ul>				
			<b>Financial Management:-</b>										
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			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	<ul style="list-style-type: none"> <li>New Service was launched on Tuesday 4<sup>th</sup> May following delay [this was to allow businesses to reopen after relaxation of Covid-19 restrictions around non-essential businesses].</li> <li>New Service continues to be consolidated, initial issues with vehicles, rounds and customer's containment requirements have settled. Budget being monitored with Portfolio Accountant</li> </ul>					
£'000	£'000	£'000	£'000	£'000									
0	0	0	64	96									
<b>Risk Management:-</b>													
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<ul style="list-style-type: none"> <li>A 3<sup>rd</sup> Covid-19 wave could see the reintroduction of restrictions meaning some customers would have to close and therefore suspend their service requirements.</li> </ul>						<ul style="list-style-type: none"> <li>Some customers would continue to operate, therefore minimising losses.</li> </ul>							

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Income Recovery	Rhian Hayden	<p>To review current income recovery activities to ensure best / efficient practices in place.</p> <p><b>Intended outcome</b></p> <ul style="list-style-type: none"> <li>Income recovery policies are appropriate and include early intervention actions</li> <li>agreed Fees &amp; charges are implemented</li> <li>payment in advance of service delivery (where appropriate) thereby avoiding costs of issuing invoices</li> <li>easy access to various payment methods</li> <li>use of technology is maximised</li> </ul>	<ul style="list-style-type: none"> <li>Review current arrears levels</li> <li>Update debt analysis</li> <li>Implement agreed fees &amp; charges for 2021/22</li> </ul>	<ul style="list-style-type: none"> <li>Monitor debt levels &amp; ongoing recovery rates</li> <li>Revisit recommendations of CIPFA review</li> <li>Identify services where payment in advance can be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Monitor debt levels &amp; ongoing recovery rates</li> <li>Consult with service areas identified where payment in advance could be implemented</li> <li>Recommend pilot scheme – attending community organised sessions, providing advice as appropriate (subject to lifting of restrictions)</li> </ul>	<ul style="list-style-type: none"> <li>Monitor debt levels &amp; ongoing recovery rates</li> <li>Work with services where payment in advance can be implemented</li> <li>Review outcomes from the pilot scheme and continue attending community organised sessions (providing advice as appropriate)</li> </ul>

Financial Management:-					Quarterly progress update against deliverables (Project outcomes and financial)																													
Estimated Financial Achievement					<p><b>2020/21</b></p> <ul style="list-style-type: none"> <li>The Income Recovery review has been impacted by the Covid 19 pandemic.</li> <li>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 &amp; 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.</li> <li>Limited formal recovery action has been undertaken (this is consistent with the agreed approach across all Welsh LA's)</li> <li>Unfortunately the planned attendance at community organised sessions to provide advice to the public was suspended in line with the government's coronavirus restrictions.</li> <li>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 &amp; restrictions)</li> </ul> <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><b>Total</b></td> <td><b>12,321</b></td> <td><b>13,632</b></td> <td><b>1,311</b></td> <td></td> </tr> </tbody> </table> <p><b>2021/22 – Quarter 3</b></p> <ul style="list-style-type: none"> <li>Current debt analysis continues</li> <li>CT arrears reduced by £1.1m up to Quarter 3</li> <li>WG to provide £19.3m funding to LA's for loss of CT collection, distribution method still to be decided</li> <li>Recommendations of CIPFA being reviewed.</li> </ul>						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)		<b>Total</b>	<b>12,321</b>	<b>13,632</b>	<b>1,311</b>	
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£'000	£'000	£'000	£'000	£'000																														
54	0	0	0	0																														

Risk Management:-	
Risks / Issues	Mitigating Actions
<ul style="list-style-type: none"> <li>Economic impact of Covid 19 may have medium / long term implications</li> </ul>	<ul style="list-style-type: none"> <li>Monitor arrears levels &amp; compliance with agreed payment arrangements</li> </ul>

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Fees and Charges	Rhian Hayden	<p>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.</p> <p><b>Intended outcome</b></p> <p>Fees and Charges are set at an appropriate level</p>	<ul style="list-style-type: none"> <li>Review baseline income for 2020/21 - to assess underlying issues</li> </ul>	<ul style="list-style-type: none"> <li>Monitor Q1 forecast position</li> <li>Develop a priority matrix to determine which areas have potential to develop into full cost recovery</li> </ul>	<ul style="list-style-type: none"> <li>Options appraisals for individual areas in line with agreed priority list</li> <li>Re-establish the Officer Working Group and commence review of Fees &amp; Charges Register for 2022/2023</li> </ul>	<ul style="list-style-type: none"> <li>Options appraisals for individual areas in line with agreed priority list</li> <li>Complete Review of Fees &amp; Charges Register for 2022/23 and report to Council</li> </ul>		
			<b>Financial Management:-</b>				<b>Quarterly progress update against deliverables (Project outcomes and financial)</b>	
			<b>Estimated Financial Achievement</b>			<ul style="list-style-type: none"> <li>Fees &amp; Charges Register reviewed and updated during the quarter.</li> <li>Report to Council on 3 March to approve charges for 2022/2023.</li> </ul>		
2020/2021	2021/2022	2022/2023	2023/2024	2024/2025				
£'000	£'000	£'000	£'000	£'000				
121	0	100	100	100				
<b>Risk Management:-</b>								
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<ul style="list-style-type: none"> <li>Political agreement to move to full cost recovery</li> <li>Reduced demand for Service as a consequence of Loss of custom with increased charges</li> </ul>			<ul style="list-style-type: none"> <li>Continued monitoring of income collected through fees &amp; charges</li> <li>Fees &amp; Charges are set in consultation with relevant stakeholders</li> </ul>					

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Commercial activity, investment and new income	Richard Crook	<p>This strategic review will focus on identifying additional commercial opportunities to supplement the current activities of:</p> <ul style="list-style-type: none"> <li>Fees and charges</li> <li>Developing the Industrial Portfolio</li> <li>Current income from traded or shared services</li> <li>Property Investment inside the Borough and out of the Borough</li> <li>Investment in energy and low carbon activities</li> <li>Disposals or development of assets and property</li> </ul> <p><b>Intended outcome</b></p>	<ul style="list-style-type: none"> <li>Briefing for Exec around Wind Turbine opportunity</li> <li>Planning Feasibility work being undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Submission of planning application for Turbine</li> <li>Review Investment Framework inc advice around ROI</li> <li>Identify Investment funds in MTFS</li> </ul>	<ul style="list-style-type: none"> <li>Procurement exercise for Turbine</li> <li>Market review of potential property investments</li> <li>Finalise funding arrangement for the Turbine</li> <li>Review Gov Tech Opportunity</li> <li>Review Industrial estate Energy Challenge</li> <li>Consider LUF investment</li> <li>Complete SV Review</li> </ul>	<ul style="list-style-type: none"> <li>Sign off Commercial arrangements with SV for the Turbine</li> <li>Report and agree on SV Options</li> <li>Agree Investment Fund in MTFS</li> </ul>			
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£'000	£'000	£'000	£'000	£'000					
0	0	0	50	50					
<b>Risk Management:-</b>									
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			<ul style="list-style-type: none"> <li></li> <li></li> </ul>						

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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><b>Intended outcome</b></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"> <li>• SCCB Check and Challenge process agreed for Contracts above £75,000;</li> <li>• Operational Board Terms of Reference (TOR) reviewed to provide Check &amp; Challenge for Below £75,000 contracts;</li> <li>• 2021/22 procurement programme has identified circa 320 recurring and/or planned contracts;</li> <li>• Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 1 activities;</li> </ul>	<ul style="list-style-type: none"> <li>• Report Quarter 1 Outcomes;</li> <li>• Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 2 activities;</li> </ul>	<ul style="list-style-type: none"> <li>• Report Quarter 2 Outcomes;</li> <li>• Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 3 activities;</li> </ul>	<ul style="list-style-type: none"> <li>• Report Quarter 3 Outcomes;</li> <li>• Contracts prioritised by renewal date and value; Procurement officers assigned service areas / categories and commenced Quarter 4 activities;</li> <li>• Collate and Report 2022/23 Forward Procurement Programme;</li> </ul>																			
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2020/2021	2021/2022	2022/2023	2023/2024	2024/2025																					
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<ul style="list-style-type: none"> <li>• Contract are awarded at a local level without due consideration to the wider organisational objectives.</li> <li>• Commissioning and procurement activities fail to realise the intended outcomes.</li> </ul>				<ul style="list-style-type: none"> <li>• SCCB established to provide robust governance around the Council's 3<sup>rd</sup> Party spend and wider commercial activities.</li> <li>• Client and procurement officers will continue to challenge all existing contracts to determine commercial effectiveness.</li> <li>• Procurement officers will continuously monitor in-year spend to identify further commercial opportunities.</li> </ul>																					

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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><b>Intended outcome</b></p>	<ul style="list-style-type: none"> <li>Non-operational buildings identified and programme of disposals agreed.</li> <li>Rating Agents appointed to review rates liability and identify potential savings.</li> <li>Leased in properties identified and discussions with service users ongoing.</li> <li>Area review of land holdings discussed and criteria for review agreed.</li> </ul>	<ul style="list-style-type: none"> <li>Target date to discuss rating appeals in respect of Abertillery properties set with VOA</li> <li>Ongoing inspections and appeals by Rating Agents</li> <li>Area Review Criteria and process agreed with Members</li> <li>Lease renewal terms agreed for 20 Church Street – Housing office</li> <li>Obtain external valuations of staff tenanted residential property</li> <li>Ongoing discussions with Landlords agent in respect of re-gearing Anvil Court lease</li> <li>Bring Bridge Street Health Centre lease to an end pending Social Services vacating team to Anvil Court.</li> </ul>	<ul style="list-style-type: none"> <li>Disposal programme – Blaina toilets informal tender for sale</li> <li>Discussions/negotiations with staff on residential tenanted properties for subsequent sale as per non-operational disposal list</li> <li>Ongoing rating discussions and appeals between retained rating agents and VOA</li> <li>Rating review of Civic Centre once decommissioning is finalised</li> <li>Ongoing discussions with Landlords agent in respect of re-gearing Anvil Court lease</li> <li>Area Review Criteria and process agreed with Members</li> </ul>	<ul style="list-style-type: none"> <li>Disposal programme reviewed</li> <li>Ongoing review of rating liabilities</li> <li>Ongoing discussions with Landlords agent in respect of re-gearing Anvil Court lease</li> </ul>					
			<b>Financial Management:-</b>						<b>Quarterly progress update against deliverables (Project outcomes and financial)</b>		
			<b>Estimated Financial Achievement</b>			<ul style="list-style-type: none"> <li>In year savings achieved through back dated NNDR rebates against the 2021/22 target to date total £180,000.</li> <li>Application for 3 months' rates relief on the basement, ground, fourth and fifth floors of the Civic Centre has been submitted. Agreements and actual savings yet to be determined.</li> <li>Community Asset transfer agreed for Queen Street Primary. Legal completion pending (Budget savings applied to previous year).</li> <li>Abertillery Toilets sold, further sales being considered for 2021/22 from non-operational list.</li> </ul>					
2020/2021	2021/2022	2022/2023	2023/2024	2024/2025							
£'000	£'000	£'000	£'000	£'000							
85	35	50	0	0							
<b>Risk Management:-</b>											
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<ul style="list-style-type: none"> <li>Complex legal issues delaying/preventing sale</li> <li>Departmental or Ward member opposition to sales</li> <li>Operational issues with sale to retained land</li> <li>Level of rates reduction/liability may be challenged.</li> <li>Reduction in rental levels on lease renewal may be unsatisfactory</li> <li>Property Solicitor is about to commence maternity leave, potential difficulty in backfilling the post which could mean a delay in undertaking property transactions.</li> </ul>					<ul style="list-style-type: none"> <li>Need to ensure adequate legal support to review documents/legal title in advance of sale</li> <li>Communication and consultation with stakeholders and area review criteria agreed in advance</li> <li>Provide option appraisal for alternatives to sale</li> <li>Specialist Rating Adviser appointed</li> <li>Property Advisor appointed to renegotiate lease terms/rental in respect of Anvil Court</li> </ul>						



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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><b>Intended outcome</b> Identification of optimum MRP Strategy for Blaenau Gwent CBC</p>	<ul style="list-style-type: none"> <li>Review of current MRP policy</li> <li>Review of current methodology applied for supported &amp; unsupported borrowing</li> <li>Identification of options to provide optimum MRP Strategy / comparison of MRP charges for options</li> </ul>	<ul style="list-style-type: none"> <li>Report to Council recommending change to MRP (subject to outcome of findings during Quarter1)</li> <li>Review &amp; update of current asset lives in readiness for policy change</li> </ul>	<ul style="list-style-type: none"> <li>Review &amp; update of current asset lives in readiness for policy change</li> </ul>	<ul style="list-style-type: none"> <li>Review &amp; update of current asset lives in readiness for policy change</li> </ul>		
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<b>Estimated Financial Achievement</b>			<ul style="list-style-type: none"> <li>Current MRP policy has been reviewed</li> <li>Alternative options for making prudent MRP have been identified &amp; assessment of each option has been undertaken</li> <li>Proposals to amend MRP Policy considered &amp; supported by Corporate Overview Scrutiny &amp; Executive Committees during July 2021</li> <li>Report has been provided to Audit Wales for their views</li> <li>Proposals to be considered by Council in September 2021 (rearranged due to number of agenda items on July Council agenda)</li> <li>MRP Policy agreed by Council on 25 November 2021.</li> <li>Initial discussions have taken place with Technical Services regarding the review of Asset Lives.</li> </ul>					
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£'000	£'000	£'000					£'000	£'000
0	0	1,335 *					0	0
<i>*Subject to approval of a change in Policy by Council</i>								
<b>Risk Management:-</b>								
<b>Risks / Issues</b>			<b>Mitigating Actions</b>					
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

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

<b>Future work place and service delivery</b>	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"> <li>New Operating Model;</li> <li>Community Hubs to improve customer access to council services;</li> <li>Democratic Hub at the General Offices for formal Council business;</li> <li>Permanent vacation of Civic Centre and move to Agile Working Model based on remaining office accommodation;</li> </ul>	<ul style="list-style-type: none"> <li>Establish Programme Governance</li> <li>Open new Democratic Hub and pilot agile meeting model</li> <li>Open new Community Hubs</li> <li>Commence project to decommission Civic Centre</li> <li>Agree new Agile Working Policy</li> <li>Commence leadership development to support new working arrangements</li> <li>Complete consultation with all staff moving to home or agile working and agree variation to contracts</li> <li>Complete Communication Plan to support change programme</li> </ul>	<ul style="list-style-type: none"> <li>Commence full Council Diary using new agile meeting arrangements (in line with relaxation of covid restrictions)</li> <li>Continue to develop the Community Hubs to broaden the services delivered - Phase 2 completed</li> <li>Design and procurement of Anvil Court refurbishment – in progress</li> <li>Commenced return to the office (in line with WG Guidance)</li> <li>Revision to the application of the Mileage Allowance – Completed</li> <li>Continued to progress decant of Civic Centre</li> <li>Records Management progressing well with disposal and retention in line with policy</li> <li>Leadership Development - Commenced</li> </ul>	<ul style="list-style-type: none"> <li>Complete establishment of new Democratic Hub</li> <li>Continue to develop the Community Hubs – Phase 3</li> <li>Complete decant from Civic Centre</li> <li>Progress with the refurbishment of Anvil Court in line with agreed plan</li> <li>Masterplan for the redevelopment of the site completed and agreed</li> <li>Complete Leadership Seminars to support move to new working arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Civic Centre decanted and decommissioned, tender returned and awaiting award of contract</li> <li>Community Hubs &amp; Democratic operating BAU – within Covid restrictions</li> <li>Progress with the refurbishment of Anvil Court in line with agreed plan</li> <li>Achieve full financial savings to support 2022/23 Revenue Budget</li> </ul>

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		
50	0	400	0	0	<ul style="list-style-type: none"> <li>Programme on-target for Quarter 2 deliverables;</li> <li>Democratic Hub now operational;</li> <li>Community Hubs now in Phase 3 of delivery;</li> <li>Change in Out of Hours service delivery to a local provider – completed;</li> <li>Leadership support in progress to assist in moving to new agile working model;</li> </ul>	

Risk Management:-						
Risks / Issues				Mitigating Actions		
<ul style="list-style-type: none"> <li>Delays to the final decommissioning of civic centre due to the need to relocate IT Servers to new host and the impact of global supplies shortage</li> <li>Risk of increased costs from procurement activity due to pressures within the economy and the increasing price of goods and services</li> <li>Impact on staff well-being from the return to the workplace</li> </ul>				<ul style="list-style-type: none"> <li>Risk being managed and removal of servers prioritised for January 2022</li> <li>Tenders being developed for issuing early in 2022</li> <li>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</li> </ul>		

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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
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><b>Intended outcome</b></p> <ul style="list-style-type: none"> <li>To bring back into use 5-10% of vacant properties per annum (circa 40)</li> <li>To support the delivery of circa 400 new houses by 2023</li> <li>To increase the economic competitiveness of Blaenau Gwent in the 2022 UKCI</li> <li>To secure £548,000 pa into the local economy with 100 households attracted/retained in BG</li> <li>To implement water and wind turbines to generate 3.6 mW and £2.5m of investment</li> <li>To have commenced an investment portfolio for BG</li> </ul>	<ul style="list-style-type: none"> <li>Promote housing sites for private development</li> <li>Continue to administer loans and grants for vacant properties (post covid)</li> <li>Work through planning process on housing sites</li> <li>SAB issues - address (Davies, Works)</li> <li>Delivery programme for EV School site, to inform build out rate</li> </ul>	<ul style="list-style-type: none"> <li>Appoint new vacant property officer</li> <li>Begin 'investment portfolio' with Industrial Units review</li> <li>Silent Valley wind turbine scoping and planning</li> <li>Lovell's site 65% built 50% sold</li> <li>Persimmon site starts build</li> <li>SUDs scheme approved for Davies site</li> <li>Stage 2 decision on Ashvale</li> <li>Planning/SABS Northgate</li> <li>Delivery programme Northgate</li> <li>Development brief Civic Centre</li> </ul>	<ul style="list-style-type: none"> <li>Informal launch Energy Prospectus linked to COP26</li> <li>CCR approval for Tredegar?</li> <li>Completion of Golwg Y Bryn</li> <li>Completion of Greenacres</li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> </ul>

Financial Management:-					Quarterly progress update against deliverables (Project outcomes and financial)
Estimated Financial Achievement					21/22 Q1 and Q2 updates:
2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	
£'000	£'000	£'000	£'000	£'000	
184	230	300	100	100	<ul style="list-style-type: none"> <li>Golwg Y Bryn - £16.8 million Lovell development of 100 homes (70 open market, 30 affordable). During Q1 12 OM and 9 SR units completed, which brings the number of units to date to 77 completed, 68 of which are open market. The development will be completed during Q2. Max Council Tax return associated with the development £142k.</li> <li>Carn Y Cefn – £29million Persimmon development of 277 homes (222 private, 55 affordable). The development is onsite, show home will open Q3, first homes occupied Q2 22/23. Annual build target 30 units (up to 50 depending on sales demand). 5 phase development. Max Council Tax return associated with the development £316k.</li> <li>Northgate – 56 homes (51 open market, 5 affordable). Anticipated start on site Q3 21/22. The first homes will be completed Q1/Q2 2022/23. Annual build rate 25 – 30 per/annum, 2 year build programme. Max Council Tax return associated with the development £108k.</li> <li>Ashvale – Circa 70 homes (63 open market, 7 affordable). Dependent on CCR funding (determination Q3) and subject to contract Max Council Tax return associated with the development £120k.</li> </ul> <p>*max CT return does not make consideration to any applied discounts, working assumption is 80% paying full CT tax and relates to open market homes (not social rent)</p>



- Civic Centre framework being prepared by the Urbanists to inform the development brief to be developed in Q3
- Nantyglo School Site; members briefing to be scheduled for Q3 to outline a proposed development programme to bring forward the site.
- 12 'Empty Property Grants' received approval in Q1, which amount to the value of £287,963.44 and 1 property was completed and brought back into use.
- 2 Houses to Homes applications were approved and amounted to a total of £50,000.

**Risk Management:-**

Risks / Issues	Mitigating Actions
<ul style="list-style-type: none"> <li>• SABS decisions causing delays on development</li> <li>• Internal staff resources e.g. planning to make determination on applications</li> <li>• Escalating material costs associated with development</li> <li>• Increasing house prices/demand – potential stall to the upward trend</li> <li>• Supply outstrips demand</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing discussions with the SAB approving body and developers</li> <li>• Contingency with funding applications</li> <li>• Positive uplift in Social Housing Grant to assist development where appropriate</li> <li>• Monitoring activity and close liaison with developers</li> <li>• Development programme considered alongside wider policy docs and strategies e.g. LDP/Empty Property</li> </ul>

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
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.  <u>Intended outcome</u>	<ul style="list-style-type: none"> <li>• Readiness Assessment (RA) – Transport (Direct) complete</li> <li>• Response to BG Climate Assembly findings complete</li> <li>• Agree high level timeline for RA for all Transitions</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring Report to Scrutiny Committee</li> <li>• Monitor/Progress delivery of actions from RA – Transport (Direct)</li> <li>• Complete 2<sup>nd</sup> RA</li> <li>• Council Report Template updated to ensure CC impact taken into account in all reports</li> </ul>	<ul style="list-style-type: none"> <li>• Complete 3<sup>rd</sup> RA</li> <li>• Annual Report to Council</li> <li>• Monitor/Progress delivery of actions from completed RA</li> <li>• First annual report to WG completed</li> </ul>	<ul style="list-style-type: none"> <li>• Complete 4<sup>th</sup> RA</li> <li>• All Transitions to be completed to inform high level action plan</li> <li>• Monitor/Progress delivery of actions from completed RA</li> <li>• Annual Progress Report to be reported to Council</li> </ul>

Financial Management:-					Quarterly progress update against deliverables (Project outcomes and financial)
Estimated Financial Achievement					<ul style="list-style-type: none"> <li>• Quarter 3 actions on target</li> </ul>
2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	
£'000	£'000	£'000	£'000	£'000	
138	0	200	200	200	

**Risk Management:-**

Risks / Issues	Mitigating Actions
<ul style="list-style-type: none"> <li>• New investment may be required to ensure that actions can be progressed to support transition to carbon neutral</li> <li>• Need to ensure that policy development/service re-design is under-pinned by the principles of achieving carbon neutral council</li> <li>• Capital Programme needs to support delivery through investment in the right designs and technology e.g. carbon neutral buildings</li> </ul>	<ul style="list-style-type: none"> <li>• RA need to identify funding gaps/opportunities or where we need to change funding model to support this work</li> <li>• All Committee Reports to identify impact on carbon emissions to ensure that the organisation builds a more sustainable future</li> <li>• All investment decisions need to include impact on carbon emissions and ensure the Council only invests in low carbon or carbon free solutions</li> </ul>

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	<p><b>Scope of the Review</b> 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.</p> <p>This review will also consider the impact of the removal of these grants and the risk placed on core funding.</p> <p><b>Intended outcome</b></p> <ul style="list-style-type: none"> <li>Better organisational oversight of how grants support our corporate priority areas.</li> <li>Clearer lines of accountability with identified leads to ensure delivery of intended outcomes and management of risk to core funding.</li> </ul>	<ul style="list-style-type: none"> <li>Start Review and update of the grants register with resource colleagues</li> <li>Initial scoping for review of Regeneration grants with service and finance colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Updated grants register on SCCB agenda and presented quarterly to keep organisational oversight</li> <li>Finalise and agree scope for Regen</li> </ul>	<ul style="list-style-type: none"> <li>Findings from review of Regen presented to SCCB</li> <li>Quarterly reporting of grants register</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reporting of grants register</li> <li>Focus of next phase of review agreed</li> </ul>
		<p><b>Quarterly progress update against deliverables (Project outcomes)</b></p> <ul style="list-style-type: none"> <li>Updating of the Grants Register is still work in progress due to other priority work. anticipated this work will now progress during quarter 4</li> <li>An initial meeting has taken place with Regeneration Service area to scope out the work. Next phase is to finalise the scope and progress activity during quarter 4</li> </ul>				
<b>Risk Management:-</b>						
<b>Risks / Issues</b>			<b>Mitigating Actions</b>			
<ul style="list-style-type: none"> <li></li> </ul>						

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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

<b>Developing our customer experience and digital ambitions</b>	Bernadette Elias	<p>This review supports the customer focus and use of technology themes in the Commercial strategy</p> <p><b>Intended outcome</b></p> <ul style="list-style-type: none"> <li>Improved Customer Service experience for residents of the borough</li> <li>Creation of Community Hub model</li> <li>Delivery of 12-month Digital programme set out for Council</li> <li>Collaboration with NPT and Torfaen on Digital projects – best practice to be shared across Council</li> <li>Development of Leadership &amp; Development opportunities</li> <li>Links into ICT investment roadmap</li> </ul>			<p><b><u>Customer</u></b></p> <ul style="list-style-type: none"> <li>Contact Centre review commenced focussing on Customer Service delivery</li> <li>Working with community services, mapping process and understanding customer experience</li> <li>Development and introduction of service level standards,</li> <li>Review of answerphone message</li> <li>Review of out of hours' service</li> <li>Community Hubs model preparation and development</li> </ul> <p><b><u>Digital / Technology</u></b></p> <ul style="list-style-type: none"> <li>Digital programme to support the new operating model</li> <li>Progression of externally supported digital projects, Adult Social Care, GovPay, Tech Valley and Democracy</li> <li>Planning for Leadership &amp; Development opportunities to raise awareness and scope of digital</li> <li>Digital apprentice role developed</li> </ul>	<p><b><u>Customer</u></b></p> <ul style="list-style-type: none"> <li>Further development of Contact Centre review – focus on training / skills gap to support improved service delivery</li> <li>Local out of hours' service delivery from July 2021</li> <li>Community hubs implementation</li> </ul> <p><b><u>Digital / Technology</u></b></p> <ul style="list-style-type: none"> <li>Digital programme to support the new operating model, hybrid democratic meeting arrangements, service move to digital offer where this focus is most needed</li> <li>Leadership and Development awareness sessions– in progress</li> <li>Findings of Digital projects delivered with other Local Authorities, sharing learning</li> <li>Digital apprentice role recruited</li> </ul>	<p><b><u>Customer</u></b></p> <ul style="list-style-type: none"> <li>Community hubs implementation and review to inform next phase of development</li> <li>Scoping of Customer Service Standards development</li> </ul> <p><b><u>Digital / Technology</u></b></p> <ul style="list-style-type: none"> <li>digital programme to support the new operating model, hybrid democratic meeting arrangements, service move to digital offer where this focus is most needed</li> <li>Leadership and Development awareness sessions– in progress</li> <li>Developing the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience</li> </ul>	<p><b><u>Customer</u></b></p> <ul style="list-style-type: none"> <li>Further development of Community Hubs model</li> <li>Scoping of Working towards excellence in Customer Service delivery – charter mark for Customer Services across the Council</li> </ul> <p><b><u>Digital / Technology</u></b></p> <ul style="list-style-type: none"> <li>digital programme to support the new operating model, hybrid democratic meeting arrangements, service move to digital offer where this focus is most needed</li> <li>Leadership and Development awareness sessions– in progress</li> <li>Developing the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience</li> </ul>
	<b>Financial Management:-</b>		<b>Quarterly progress update against deliverables (Project outcomes and financial)</b>					
<b>Estimated Financial Achievement</b>		<ul style="list-style-type: none"> <li>Community hubs delivery model continued in Q3 – next phase of delivery being developed</li> <li>Creation of Winter Support Scheme and delivery of the scheme, supporting residents to claim £200 payment towards fuel bills.</li> <li>Supporting residents affected by the £20 Universal Credit uplift and reduction in income</li> <li>Continuation and supporting residents to access the Self Isolation Payment Scheme</li> <li>Training plan developed for Customer Service teams to access various course including Welsh language training and BSL training – especially needed to support residents within communities in the Community Hubs</li> <li>Participation in benchmarking exercise within Call Centre Management framework, findings to be available in Q4</li> <li>Monitoring of out of hours' service to enhance customer service experience</li> <li>Commencement of Customer Service strategy – supporting the ambition of the Local Authority around customer service delivery</li> <li>Development of plan to support residents around Digital from a Customer Service delivery perspective Supporting the Maximum Digital Living Standards and National Indicator for Wales – Welsh Government tackling digital inequalities focussing on ICT divide, Digital divide, Digital poverty and skills, commenced late Q3 to continue in Q4</li> </ul> <p><b><u>Digital / Technology</u></b></p> <ul style="list-style-type: none"> <li>Corporate Digital programme update provided to CLT in quarter 3</li> </ul> <ul style="list-style-type: none"> <li>Five key work streams continued in Q3: -</li> </ul>						

					<ol style="list-style-type: none"> <li>1. Transformation and digital projects: – <ul style="list-style-type: none"> <li>• supporting the new operating model</li> <li>• supporting internal and external projects including planning and street cleansing colleagues, also participation in the closure of Tech Valley project, with presentation planned to Tech Valley Board in Q4</li> </ul> </li> <li>2. Corporate Digital project activity: – <ul style="list-style-type: none"> <li>• supporting the digital road map,</li> <li>• supporting the New Operating Model, including maximisation of Office 365 across the local Authority</li> </ul> </li> <li>3. Development of a strategic programme for service: - <ul style="list-style-type: none"> <li>• Digital Maturity Assessment undertaken in conjunction with WLGA findings to be developed in Q4.</li> <li>• Participation in Centre for Digital Public Services Landscape review working groups</li> </ul> </li> <li>4. Leadership and skills development programme, linking to strategic approach. <ul style="list-style-type: none"> <li>• Creation of digital champions network across the Local Authority who will test and support the development of new solutions in addition to supporting their future development</li> <li>• Further expansion of the Digital Apprentice role and supporting learning opportunities</li> </ul> </li> <li>5. Governance: – <ul style="list-style-type: none"> <li>• Commencement of the development of a digital strategy to be finalised late Q4 which will set the ambition and future digital agenda for the Local Authority.</li> <li>• Creation and development of a Transformation and Digital board, nominations from service areas received with initial kick off session planned for late Q4 – intention of which will be an internal officer network where service areas can highlight the need for transformation and digital improvements.</li> </ul> </li> </ol>
£'000	£'000	£'000	£'000	£'000	

<b>Risk Management:-</b>	
<b>Risks / Issues</b>	<b>Mitigating Actions</b>
•	

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
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><b>Intended outcome</b></p>	<ul style="list-style-type: none"> <li>• Planning meeting to take place</li> </ul>	<ul style="list-style-type: none"> <li>• Discussed at CLT meeting and agreed this was a corporate issue rather than for Social Services and Education only.</li> <li>• Have discussed potential to hold a workshop on prevention and early intervention corporately to share examples and generate ideas across the Council</li> <li>• Briefing Paper to SCCB Board for discussion regarding seeking external consultancy support.</li> </ul>		

<b>Quarterly progress update against deliverables (Project outcomes)</b>						
<ul style="list-style-type: none"> <li>• CLT have had initial update and requested further information on overall strategic approach etc</li> <li>• CLT agreed the corporate nature of this strand of work</li> <li>• Lead Officers met to discuss next steps</li> <li>• Discussed a Children's Services Invest to Save Project being badged under the Bridging the gap proposals</li> <li>• Brief to be determined in Spring term and commissioned work underway by Summer 2022.</li> </ul>						



<b>Risk Management:-</b>	
<b>Risks / Issues</b>	<b>Mitigating Actions</b>
•	• • • •

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 21<sup>st</sup> 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><b>Intended outcome</b></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"> <li>Continue to build the data work streams supporting recovery</li> <li>Audit Wales data review- initial findings and scoping for next phase workshop. Nesta data maturity assessment framework.</li> <li>Behavioural science- early scoping of potential leadership session on applying the MINDSET methodology to service delivery</li> <li>Programme of WLGA funded sessions on user experience, content design and service re design delivered</li> <li>Cardiff University data science academy- summer MSc placement. Expression of interest and proposal submitted</li> <li>Assessment of Well Being planning for next round of Well Being plans in progress</li> </ul>	<ul style="list-style-type: none"> <li>Audit Wales data review, next phases and findings</li> <li>Revisit Data application to BTgap reviews eg work done previously on income and debt</li> <li>testing Nesta data maturity assessment against a recovery theme-economic recovery</li> <li>Show and tell from digital projects</li> <li>Developing the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience.</li> <li>applying service re design to a prioritised programme of service areas including supporting the New Operating Model (NOM).</li> <li>Consideration of applying MINDSET to a pilot programme of service areas, potentially including the NOM</li> <li>Cardiff university placement progression</li> <li>Assessment of Well Being development through the regional sub group of GSWAG</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the organisational approach Service re- design linked to the commercial strategy ambitions, digital programme and customer experience</li> <li>Testing Nesta data maturity assessment against a recovery theme</li> <li>Cardiff university MSc final product delivery</li> <li>Assessment of Well Being development</li> </ul>	<ul style="list-style-type: none"> <li>Cardiff university MSc --- exploring ways to use the product</li> <li>Assessment of Well Being mature product</li> <li>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</li> </ul>
			Quarterly progress update against deliverables (Project outcomes)			

- Recovery themes developed and supported with performance and data insight, including development of a set of performance indicators. Report to be presented to Corporate Overview in February 2022.
- Audit Wales Review on Data – AW are content with outcomes from Part 1 and no risks or concerns were identified. For part 2 AW are happy to work with to provide support and challenge as we start to further develop our thinking in this area and how we develop a Data Strategy/Action Plan.
- Data insight including user research used to inform digital transformation projects with services supporting agile delivery.
- Cardiff University data science academy student placements progressing.
- Draft Assessment of Well being developed and will be used to inform the next Well Being Plan.
- The Performance Team and Social Services are using monies from WG to support the implementation of the Social Services and Well-being Act Performance Framework. The Council is looking at the IAA/IA service to undertake a review of the Directorates' current effectiveness in its use of performance data and to support any future re modelling of services with a view of service improvement. Documentation has been provided to the reviewers, Oxford Brookes University, and interviews are ongoing. Additional support is planned for mid-2022, once the directorate has submitted their annual data return to WG.

- Data has been submitted on the Decarbonisation agenda and work is ongoing to incorporate this into the Council's performance framework. Data collection, reporting and analysis is being looked at for a seamless approach for future returns.

**Risk Management:-**

<b>Risks / Issues</b>	<b>Mitigating Actions</b>
•	•