

## Appendix 1 (h)

|  |         |                                     |         |       |         |       |         |       |         |       |
|--|---------|-------------------------------------|---------|-------|---------|-------|---------|-------|---------|-------|
| Bridging the Gap Theme   |         | Maximising Resources                |         |       |         |       |         |       |         |       |
| Bridging the Gap Proposal:   |         | Use of External Grants              |         |       |         |       |         | Ref:  |         |       |
| Executive Portfolio Sponsor:   |         |                                     |         |       |         |       |         |       |         |       |
| Officer Proposal Sponsor:  |         | Head of Governance and Partnerships |         |       |         |       |         |       |         |       |
| Impact on other Portfolios:  |         | All                                 |         |       |         |       |         |       |         |       |
| Delivery in:   | 2020/21 |                                     | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |
| Values (low – high)  | £'000   | £'000                               | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |
|  | -       | -                                   | -       | -     | -       | -     | -       | -     | -       | -     |
| <b>Strategic Business Review:</b>  |         |                                     |         |       |         |       |         |       |         |       |
| <p>The strategic review of grants is to identify the bidding, receipt and 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 its priorities. The review explores how the grants are utilised across the Council to deliver outcomes for residents. The work includes reviewing governance arrangements to increase transparency and a One Council approach to seeking and using this additional funding. The review also considers the impact of the removal of these grants and the risk placed on core funding.</p> <p>This aim of the review is to ensure that we have a greater understanding of the impact and added value that the grants bring to Blaenau Gwent. The review considers how to maximise the benefits of the grants through close working across all services. It is anticipated that the review may also provide insight and identify opportunities for lobbying to WG for the release of additional funds relevant to Blaenau Gwent. In 2018, the Wales Audit Office carried out a further Financial Resilience review focussed on how effectively the Council maximises its funding opportunities and contains spending demands. The review concluded that</p> <ul style="list-style-type: none"> <li>The Council needed to develop a stronger financial culture to remain financially resilient. This included a better, more strategic use of grants.</li> <li>The review found that 'there was no corporate coordination of grant applications and no central record of grants claimed'.</li> </ul> |         |                                     |         |       |         |       |         |       |         |       |
| <b>Opportunities</b>   |         |                                     |         |       |         |       |         |       |         |       |
| <ul style="list-style-type: none"> <li>Identification of potential areas of duplication/aligned work/opportunities to work with others, need to be further explored</li> <li>Need to integrate the review of grants into MTFs and other Bridging the Gap reviews e.g. prevention and intervention</li> <li></li> </ul>   |         |                                     |         |       |         |       |         |       |         |       |
| <b>Challenges and risks</b>  |         |                                     |         |       |         |       |         |       |         |       |
| A number of key risks have been identified:  |         |                                     |         |       |         |       |         |       |         |       |
| <ul style="list-style-type: none"> <li>Whole Council approach needed to effectively manage grants strategically alongside other funding streams including integration of applications for grants into the budget setting process;</li> <li>Need to consistently apply the approach on how grants are reviewed to ensure they maximise outcomes- some examples of where this is done but also recent funding streams/bids appearing that need to be knitted in</li> <li>Better understanding and organisational insight needed, including spend profiles, relationship with core funding,% of the grants supporting outcomes/service delivery and staffing alignment to corporate priorities</li> <li>Ongoing maintenance of central records of potential and successful grant applications needs to be established to support an ongoing strategic overview of this funding stream;</li> </ul>   |         |                                     |         |       |         |       |         |       |         |       |
| Invest to save options:  |         |                                     |         |       |         |       |         |       |         |       |
| None identified at this time   |         |                                     |         |       |         |       |         |       |         |       |

Appendix 1 (h)

Actions:

Next steps agreed By CLT

In response to the key considerations it is proposed that:

- A phased approach is taken to review each area
- A consistent methodology is applied, working with the service areas and Resources;
- Phase 1: integration of approach to other Bridging the Gap reviews, using learning from The review of the Children and Communities Grant (CCG) completion April 2020. CCG is part of the overall strategic review of grants and is included in the governance arrangements and reporting to Council. A CCG Strategic Review Board has been established. A logic mapping exercise has been undertaken to identify all activity involved in the delivery of the 7 workstreams associated to the CCG which resulted in clear areas of review to be taken forward. This included a review of services where potential duplication can be avoided or efficiencies can be achieved.
- Phase 2 Economy and Environment;
- Phase 3 Adult Social Services, ICF;
- Identify a sustainable way forward for maintaining and reviewing grant income and expenditure.

|                      |   |
|----------------------|---|
| Executive decisions: |   |
| Scrutiny Route:      | Joint report with head of Children services on CCG review to COS Feb 2020 |
| Consultation:        | TBC   |
| EqlA:                |   |

## Appendix 1 (i)

|  |         |                                     |         |       |         |       |         |       |         |       |
|--|---------|-------------------------------------|---------|-------|---------|-------|---------|-------|---------|-------|
| Bridging the Gap Theme   |         | Maximising Enablers                 |         |       |         |       |         |       |         |       |
| Bridging the Gap Proposal:   |         | behavioural insights                |         |       |         |       |         | Ref:  |         |       |
| Executive Portfolio Sponsor:   |         | Councillor Nigel Daniels            |         |       |         |       |         |       |         |       |
| Officer Proposal Sponsor:  |         | Head of Governance and Partnerships |         |       |         |       |         |       |         |       |
| Impact on other Portfolios:  |         | All                                 |         |       |         |       |         |       |         |       |
| Delivery in:   | 2020/21 |                                     | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |
| Values (low – high)  | £'000   | £'000                               | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |
|  | -       | -                                   | -       | -     | TBC     | TBC   | TBC     | TBC   | TBC     | TBC   |
| <b>Strategic Business Review:</b>  |         |                                     |         |       |         |       |         |       |         |       |
| <b>CLT have considered the discussion paper and agreed the approach.</b>   |         |                                     |         |       |         |       |         |       |         |       |
| The Local Government Association has worked with councils across a variety of service areas including waste and recycling and children and adults services. Results of this work are providing an evidence base of effective behavioural insights interventions to help manage demand for services and encourage an early intervention approach where appropriate.   |         |                                     |         |       |         |       |         |       |         |       |
| <b>Nudges for Social Good- LGA behavioural insights programme</b>  |         |                                     |         |       |         |       |         |       |         |       |
| The LGA have produced a summary of the top 10 lessons learnt through the programme aimed at providing some useful hints, reminders, challenges and examples.   |         |                                     |         |       |         |       |         |       |         |       |
| <b>EAST framework ( Behavioural Insight Team)</b>  |         |                                     |         |       |         |       |         |       |         |       |
| <b>Make it Easy</b>  |         |                                     |         |       |         |       |         |       |         |       |
| <ul style="list-style-type: none"> <li>• Harness the power of default or pre-set option</li> <li>• Reduce the 'hassle factor' of taking up a service</li> <li>• Simplify messages</li> </ul>   |         |                                     |         |       |         |       |         |       |         |       |
| <b>Make it Attractive</b>  |         |                                     |         |       |         |       |         |       |         |       |
| <ul style="list-style-type: none"> <li>• Attract attention-including use of images or personalisation</li> <li>• Design rewards and sanctions for maximum effect</li> </ul>  |         |                                     |         |       |         |       |         |       |         |       |
| <b>Make it Social</b>  |         |                                     |         |       |         |       |         |       |         |       |
| <ul style="list-style-type: none"> <li>• Show that most people perform the desired behaviour-describing what most people do in a particular situation encourages others to do the same</li> <li>• Use the power of networks</li> <li>• Encourage people to make a commitment to others</li> </ul>  |         |                                     |         |       |         |       |         |       |         |       |
| <b>Make it Timely</b>  |         |                                     |         |       |         |       |         |       |         |       |
| <ul style="list-style-type: none"> <li>• Prompt people when they are likely to be most receptive- the same offer made at different times can have drastically different levels of success</li> <li>• Consider the immediate costs and benefits- we are more influenced by costs and benefits that take effect immediately</li> <li>• Help people plan their response to events- there is a substantial gap between intentions and actual behaviour. A proven solution is to prompt people to identify barriers and develop a plan to address them</li> </ul> |         |                                     |         |       |         |       |         |       |         |       |
| <b>Opportunities identified:</b> To work with the BIT on a specific topic as a pilot. Sharing learning with partners such as Public Health. Potential efficiencies- either financial or improved service delivery. Connectivity with the use of data enabler to be maximised.  |         |                                     |         |       |         |       |         |       |         |       |
| <b>Challenges and risks:</b> Capacity. Lack of buy in to the approach. Lack of strategic approach  |         |                                     |         |       |         |       |         |       |         |       |
| <b>Invest to save options:</b>   |         |                                     |         |       |         |       |         |       |         |       |
| Engagement of external expertise to build capability. Potential to work with NESTA/LGA and BIT   |         |                                     |         |       |         |       |         |       |         |       |

Actions:

**The considerations for Phase 1 include:**

- **Define the outcome**

Identify exactly what behaviour is to be influenced. Consider how this can be measured reliably and efficiently. Establish how large a change would make the projects worthwhile and over what time period.

- **Understand the context**

Lived experience- Visit the situations and people involved in the behaviour, and understand the context from their perspective. Use this opportunity to develop new insights and design a sensitive and feasible intervention.

- **Build your intervention**

Use the EAST framework to generate behavioural insights in iterative processes that is likely to return to the 2 points above.

- **Test, learn, adapt**

Put your intervention into practice so its effects can be reliably measured. Using Randomised controlled trials where possible. These introduce a control group so you can understand what would have happened if you had done nothing

**Next Steps/ actions ( agreed by CLT):**

- To establish a Behavioural insight Hub for the Council.
- To consider bringing in the BIT to work with us on a specific project supporting a sustainable approach and establishment of the Hub. This could maximise existing skills such as the policy and performance teams ability to support and deliver randomised controlled trials
- To work with partners who adopt this approach in their business ( discussions with Public Health are in progress, sharing of case studies ect )
- To agree a programme of work, aligned to the Bridging the Gap programme and other identified priorities.

|                      |     |
|----------------------|-----|
| Executive decisions: |     |
| Scrutiny Route:      | TBC |
| Consultation:        | TBC |
| EqIA:                | TBC |

## Appendix 1 (j)

|  |         |  |         |       |         |       |         |       |         |       |  |
|--|---------|--|---------|-------|---------|-------|---------|-------|---------|-------|--|
| Bridging the Gap Theme   |         | Prevention and Early Intervention  |         |       |         |       |         |       |         |       |  |
| Bridging the Gap Proposal:   |         | Taking a closer look at early identification, intervention and prevention approaches |         |       |         |       |         |       | Ref:    |       |  |
| Executive Portfolio Sponsor:   |         |  |         |       |         |       |         |       |         |       |  |
| Officer Proposal Sponsor:  |         | Lynette Jones and Damien McCann  |         |       |         |       |         |       |         |       |  |
| Impact on other Portfolios:  |         | Potential learning which may impact on other directorates approaches                 |         |       |         |       |         |       |         |       |  |
| Delivery in:   | 2020/21 |  | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |  |
| Values (low – high)  | £'000   | £'000  | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |  |
|  |         |  |         |       |         |       |         |       |         |       |  |
| <p><b>Phase 1</b> Members of the Core Team have met to determine a high level approach to this theme. Half termly meetings are diarised for the full team (including support officers) and for the year ahead. The first full meeting is on the 5<sup>th</sup> September 2019.</p> <p><b>Phase 2</b> A proposed programme of work has been developed which has 3 steps:</p> <ol style="list-style-type: none"> <li>1. Identifying the early identification, intervention and prevention functions across the two directorates;</li> <li>2. A Logic Mapping Exercise for the Early Intervention and Prevention project was undertaken on the 9<sup>th</sup> October. It is set out by service area firstly by direct support services and the secondary support services. The data has been taken from the post-it notes captured on the day but will need some sense checking for accuracy but the data has allowed us to identify potential areas for consideration. It is likely that some of the relationships already exist but there is scope to explore the relationships further. The next step is to facilitate a session to undertake a 'lived experience' exercise to identify the extent of the interactions across service areas. In line with other logic mapping exercises there is also a need to consider risks and what success will look like, which will help us frame our next steps.</li> <li>3. Undertake service reviews, to develop a shared understanding across the two directorates;</li> <li>4. Exploring possibilities for more blended activity and any learning for other directorates.</li> </ol> <p>The Group will consider what external expertise and challenge may be required and seek their involvement.</p> |         |  |         |       |         |       |         |       |         |       |  |
| <p>Opportunities identified:</p> <p>Potential opportunities identified that give indicative figures referenced above</p> <p>At this stage it is too early to identify an indicative figure. The approach may not accrue efficiency savings, but could deliver greater efficiency and effectiveness of operations. It will remain to be seen and will be dependent on ongoing evaluation by the team of emerging findings.</p>  |         |  |         |       |         |       |         |       |         |       |  |
| <p>Challenges and risks</p> <p>What needs to happen to realise the opportunities and stretch the impact to deliver phases 5 - 8?</p> <p>Challenges: i) Ensuring a clear focus on the work to be undertaken and the rationale for doing it. ii) Securing enough capacity to undertake this work in service areas with high workload. Iii) Re-arranging meetings due to changes to political meetings to ensure leadership.</p> <p>Risks: i) Lack of clear focus presenting a risk that work streams slide off course and goals remain unclear. ii) Workload and need to provide statutory provision often against tight deadlines compromises capacity to undertake the work and progress through the plan is not sustained. Iii) need to avoid cancellations of meeting to keep momentum.</p>  |         |  |         |       |         |       |         |       |         |       |  |
| Invest to save options:  |         |  |         |       |         |       |         |       |         |       |  |

Appendix 1 (j)

What additional capacity /investment would further mitigate the risks and maximise the opportunities? How would this investment be set off by additional savings or cost avoidance? It is too early in the process to establish whether additional capacity or investment will mitigate risks and maximise opportunities.

Actions:

What will happen during phases 6 – 8 including, involvement of Executive sponsor.

- A joint Education and Social Services Early Intervention and Prevention Strategy;
- Develop a model of early intervention and prevention which could be adopted by other Directorates across the Council to reduce demand on statutory services going forward.

Executive decisions:

Scrutiny Route:

Consultation:

EqIA:

## Appendix 1 (k)

|   |  |  |         |       |         |       |         |       |         |       |
|---|--|--|---------|-------|---------|-------|---------|-------|---------|-------|
| Bridging the Gap Theme  |  | Maximising Enablers                    |         |       |         |       |         |       |         |       |
| Bridging the Gap Proposal:  |  | Designing Services around the customer |         |       |         |       |         | Ref:  |         |       |
| Executive Portfolio Sponsor:  |  | Executive Member – Corporate Services  |         |       |         |       |         |       |         |       |
| Officer Proposal Sponsor:   |  | Chief Officer Commercial               |         |       |         |       |         |       |         |       |
| Impact on other Portfolios:   |  | All                                    |         |       |         |       |         |       |         |       |
| Delivery in:  | 2020/21  |  | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |
| Values (low – high)   | £'000  | £'000                                  | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |
|   | -  | -                                      | 50      | 50    | 50      | 50    | 50      | 50    | 50      | 50    |
| <b>Strategic Business Review:</b>   |  |  |         |       |         |       |         |       |         |       |
| <p>The focus of this review has been to identify the key reasons that our residents and businesses contact the Council, what they are trying to resolve, what the experience is like and how effective we are at meeting their needs. An analysis of face to face, telephone, web and postal requests is underway alongside beginning a deep dive into our front door experiences in relation to Place based services to identified opportunities to improve resolution of service requests including:</p> <ol style="list-style-type: none"> <li>1. Requesting a waste receptacle</li> <li>2. Resolving issues with potholes</li> <li>3. Fly tipping</li> </ol> <p>This will look at a redesign of the front door and be used to model opportunities for efficiencies and improvements in customer experience across People based services in the medium to longer term.</p> |  |  |         |       |         |       |         |       |         |       |
| <b>Opportunities identified:</b>  |  |  |         |       |         |       |         |       |         |       |
| <p>The redesign of the front door will be mapped from the customer experience perspective through user research and identifying the pain points, the amount of repeat contact created the hand off processes and also the data collection. This should provide us with a clear understanding of the opportunities available to improve the experience and potentially remove those elements of the process that don't add value.</p>  |  |  |         |       |         |       |         |       |         |       |
| <b>Challenges and risks</b>   |  |  |         |       |         |       |         |       |         |       |
| <p>The Council's approach to managing customer contact is fragmented with multiple entry points, multiple handoffs and lack of explicit quality standards to manage resident or business expectations. Multiple phone numbers are released to the community however there are triage arrangements in place that leads to a potential bottleneck with residents expecting to get direct access to their case workers but in reality being handed off by other parts of the business. The organisation lacks clarity on what it wants the customer experience to be and then managing that consistently. Unpicking the current situation will require a whole council approach and willingness to walking in our resident's shoes and design our services based on that rather than on service requirements.</p>  |  |  |         |       |         |       |         |       |         |       |
| <b>Invest to save options:</b>  |  |  |         |       |         |       |         |       |         |       |
| <p>New skills and approaches are needed to unlock the lived experience of our residents and to thoroughly map the end to end processes. This is an essential capability for the council if it wants to release hidden costs and improve customer experience. Learning from experts in this field would be suggested as part of the next phase of this Strategic Business Review.</p>  |  |  |         |       |         |       |         |       |         |       |
| <b>Actions:</b>   |  |  |         |       |         |       |         |       |         |       |
| <p>Kick off the end to end research phase for the front door experience for Place Based service requests<br/>Undertake User Research and quantitative analysis.<br/>Identify the key issues related with resolving the service requests.<br/>Identify options to improve the experience.<br/>Identify opportunities for maximising the use of technology to enhance service provision.</p>  |  |  |         |       |         |       |         |       |         |       |
| Executive decisions:  | MTFS and Bridging the Gap Programme                                      |  |         |       |         |       |         |       |         |       |
| Scrutiny Route:   | Corporate Overview Scrutiny – 2020/2021                                  |  |         |       |         |       |         |       |         |       |
| Consultation:   | User research will inform any service redesign                           |  |         |       |         |       |         |       |         |       |
| EqIA:   | Screening to be undertaken prior to any service changes being progressed |  |         |       |         |       |         |       |         |       |

## Appendix 1 (I)

|  |  |                                       |         |       |         |       |         |       |         |       |  |
|--|--|---------------------------------------|---------|-------|---------|-------|---------|-------|---------|-------|--|
| Bridging the Gap Theme   |  | Maximising Enablers                   |         |       |         |       |         |       |         |       |  |
| Bridging the Gap Proposal:   |  | Work place transformation             |         |       |         |       |         |       | Ref:    |       |  |
| Executive Portfolio Sponsor:   |  | Executive Member – Corporate Services |         |       |         |       |         |       |         |       |  |
| Officer Proposal Sponsor:  |  | Chief Officer Commercial              |         |       |         |       |         |       |         |       |  |
| Impact on other Portfolios:  |  | All                                   |         |       |         |       |         |       |         |       |  |
| Delivery in:   | 2020/21  |                                       | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |  |
| Values (low – high)  | £'000  | £'000                                 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |  |
|  | 50   | 50                                    | 50      | 50    | 50      | 50    | 50      | 50    | 50      | 50    |  |
| <b>Strategic Business Review:</b>  |  |                                       |         |       |         |       |         |       |         |       |  |
| <p>The focus on this phase has been identifying aspects of work place practice where costs can be reduced, productivity can be enhanced and technology can be maximised. This Strategic Business Review is also concerned with managing the investments needed in our current technology landscape due to changes in licensing arrangements with Microsoft.</p>  |  |                                       |         |       |         |       |         |       |         |       |  |
| <b>Opportunities identified:</b>   |  |                                       |         |       |         |       |         |       |         |       |  |
| <p>Managing our IT suppliers and rationalising the number of systems we have currently supporting the business;</p> <p>Introduction of paper reducing ways of working through better use of printers, copiers, scanners to control our costs</p> <p>Progress with plans to implement Office 365 in 2020/21 to enable the decommissioning of some of the systems we currently have in place.</p> <p>Undertaking a review of our telephony to drive down costs and enable improved remote working.</p>   |  |                                       |         |       |         |       |         |       |         |       |  |
| <b>Challenges and risks</b>  |  |                                       |         |       |         |       |         |       |         |       |  |
| <p>Our current level of understanding of our technology landscape is fragmented and our relationships with our key suppliers have been in place for many years and in some cases decades. It is likely that in some cases we are not achieving value for money for our products. The complexity and the impact of continuing to support legacy systems means a fundamental review is required whilst simultaneously immediate action is needed to control and reduce our costs.</p>  |  |                                       |         |       |         |       |         |       |         |       |  |
| <b>Invest to save options:</b>   |  |                                       |         |       |         |       |         |       |         |       |  |
| <p>Additional capacity is needed bring focus and expertise to the supplier landscape. Experienced IT client support would ensure we seek the savings quickly and in a sustained manner.</p>  |  |                                       |         |       |         |       |         |       |         |       |  |
| <b>Actions:</b>  |  |                                       |         |       |         |       |         |       |         |       |  |
| <p>Identification of systems owners across the organisation.</p> <p>Identification of account managers in the supplier space.</p> <p>Set up initial negotiation meetings with the key suppliers and in particular those where we have long standing relationships. This will include a review of the current products, contractual arrangements and price liabilities.</p> <p>Progress with the preparations for implementation of Office 365 to enable disinvestment in certain systems that will be no longer needed.</p> <p>Develop the business case for a Hybrid Mail Room produce to manage print, copying and record retention arrangements for the future.</p> |  |                                       |         |       |         |       |         |       |         |       |  |
| Executive decisions:   | MTFS and Bridging the Gap Programme  |                                       |         |       |         |       |         |       |         |       |  |
| Scrutiny Route:  | Corporate Overview Scrutiny – Autumn 2019                                    |                                       |         |       |         |       |         |       |         |       |  |
| Consultation:  | With staff affected by changes in contract arrangements                      |                                       |         |       |         |       |         |       |         |       |  |
| EqlA:  | Screening to be undertaken prior to any contract variations being progressed |                                       |         |       |         |       |         |       |         |       |  |



Appendix 1 (m)

|   |         |                                       |         |       |         |       |         |       |         |       |
|---|---------|---------------------------------------|---------|-------|---------|-------|---------|-------|---------|-------|
| Bridging the Gap Theme  |         | Maximising Enablers                   |         |       |         |       |         |       |         |       |
| Bridging the Gap Proposal:  |         | Using data to better deliver services |         |       |         |       |         | Ref:  |         |       |
| Executive Portfolio Sponsor:  |         |                                       |         |       |         |       |         |       |         |       |
| Officer Proposal Sponsor:   |         | Head of Governance and Partnerships   |         |       |         |       |         |       |         |       |
| Impact on other Portfolios:   |         | All                                   |         |       |         |       |         |       |         |       |
| Delivery in:  | 2020/21 |                                       | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |
| Values (low – high)   | £'000   | £'000                                 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |
|   | -       | -                                     | -       | -     | TBC     | TBC   | TBC     | TBC   | TBC     | TBC   |
| <p><b>Strategic Business Review:</b></p> <p><b>Local Government Association – Nesta Data Report</b></p> <p>The Local Government Association reports that most councils are only just starting to get to grips with all the data they have, and to understand the ways they could use it to make improvements. The data held by the local government sector is a potential goldmine of insights into how to improve people’s lives and make communities better. The research suggests that there are few areas of council activity in which data cannot be used to help councils save money, improve services or inform decision making. The research acknowledges that getting value from data requires taking a ‘problem-oriented’ mindset, which looks for opportunities for data analysis to produce actionable and impactful insights.</p> <p><b>The WAO local government national review on the use of data, included a paper specific to Blaenau Gwent. Summary of local review findings:</b></p> <ul style="list-style-type: none"> <li>• Lacks a clear data vision. It is too focussed on a potential short term financial investment and does not currently realise the benefits of using data and its potential to create long term efficiencies. Far more impactful than any such investment will be a change in culture to an environment that treats data as a key resource;</li> <li>• Holds a wealth of data. Breaking down departmental silos to integrate data across the authority will help other services to put it to best use;</li> <li>• Consolidated performance team has strengthened corporate use of data. This should be built on by setting corporate data management standards and coding for services core data. This will further enable data sharing across different teams and services areas.</li> </ul> |         |                                       |         |       |         |       |         |       |         |       |
| <p><b>Opportunities identified:</b> testing at phase 1 will include:</p> <ul style="list-style-type: none"> <li>• The integrity of the data available within service areas, how robust it is will influence how it is used. Is the data of good quality and are data quality issues understood and managed;</li> <li>• Can we identify data development areas, are we clear where we don’t have the data we need for proper insight;</li> <li>• Is the data connected to decision making structures, making business cases and accessing financial resources;</li> <li>• Is the use of data to measure performance consistently in place across the Council, is it relevant and used to monitor impact and outcomes; and</li> <li>• Is the culture of the organisation ready, do we make our data open and do we engage with it – do staff recognise that data can support them to do their jobs better to deliver outcomes?</li> </ul>   |         |                                       |         |       |         |       |         |       |         |       |
| <p><b>Challenges and risks</b></p> <ul style="list-style-type: none"> <li>• Capturing and analysing the data may challenge the technical capacity of staff as there is potential for a gap between the aspirations of the project and the technical expertise and skills of staff.</li> <li>• There can be resistance to open data, and people might not use it, often teams are nervous that data quality is poor or that the data might show them in a bad light.</li> <li>• Proactively seeking data to inform decisions as opposed to basing decisions on intuition, accumulated experience or even subconscious biases is a difficult shift. Even with robust insights decision making can be challenging to previously held beliefs.</li> </ul>   |         |                                       |         |       |         |       |         |       |         |       |
| <p><b>Invest to save options:</b></p>   |         |                                       |         |       |         |       |         |       |         |       |

Appendix 1 (m)

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| Actions:<br>Next Steps- agreed by CLT   |     |
| <ul style="list-style-type: none"><li>• To establish a working group with appropriate representation from all directorates ;</li><li>• Agree the scope and terms of reference for the group using Agile project methodology;</li><li>• An organisation action plan based on the Nesta Data Maturity Framework to be developed by the group; and</li><li>• Reporting by Sponsor, who will need active involvement, to CLT as part of the Bridging the Gap programme.</li></ul> |     |
| Executive decisions:  |     |
| Scrutiny Route:   | TBC |
| Consultation:   | TBC |
| EqlA:   | TBC |

Appendix 1 (n)

|   |         |   |         |       |         |       |         |       |         |       |
|---|---------|---|---------|-------|---------|-------|---------|-------|---------|-------|
| Bridging the Gap Theme  |         | Growth & Investment Strategy                    |         |       |         |       |         |       |         |       |
| Bridging the Gap Proposal:  |         | Growth Plan                                     |         |       |         |       |         |       | Ref:    |       |
| Executive Portfolio Sponsor:  |         |   |         |       |         |       |         |       |         |       |
| Officer Proposal Sponsor:   |         | Richard Crook                                   |         |       |         |       |         |       |         |       |
| Impact on other Portfolios:   |         | Education/Social Services/Resources/Environment |         |       |         |       |         |       |         |       |
| Delivery in:  | 2020/21 |   | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |
| Values (low – high)   | £'000   | £'000   | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |
|   | 220     | 320   | 150     | 150   | 300     | 300   | 100     | 100   |         |       |
| <p>Strategic Business Review:</p> <ul style="list-style-type: none"> <li>• All Housing sites reviewed to assess developability and time lines for delivery and average council charge figure agreed for use in generating estimates for income from new build</li> <li>• Numbers of vacant properties identified and the policy changes by other Councils to reduce the discount for vacant properties assessed</li> <li>• Links to the VTF vacant property approach have been made</li> <li>• Match funding identified for the VTF vacant property approach</li> <li>• Vacant property officer post established for 1 year to assess business case for a longer term approach</li> <li>• Potential wider economic benefits calculated in terms of spend into the BG economy</li> <li>• Industrial/commercial development opportunities to be refreshed when the Industrial estates review completed</li> <li>• The need for a Council Investment Methodology identified and example of approaches used by other councils have been highlighted</li> <li>•</li> </ul> |         |   |         |       |         |       |         |       |         |       |
| <p>Opportunities identified:</p> <ul style="list-style-type: none"> <li>• Opportunity 1 – Increased income in terms of the Council Tax through increased residential properties</li> <li>• Opportunity 2 – Increased income in terms of Council Tax by reducing the number of vacant properties receiving discounts</li> <li>• Opportunity 3 – Increased Capital receipts on Council owned land</li> <li>• Opportunity 4 – Increasing the population will mitigate RSA impacts of other councils growing</li> <li>• Opportunity 5 – Wider opportunity for increase in spend in the BG economy from additional residents</li> <li>• Opportunity 6 – Income generation from Energy Investments in Wind Turbines</li> </ul>  |         |   |         |       |         |       |         |       |         |       |
| <p>Challenges and risks</p> <ul style="list-style-type: none"> <li>• The Council need to approve a revised Vacant property policy in terms of council tax discount</li> <li>• The council needs to put in place an Investment approach</li> <li>• Energy Prospectus needs to be agreed</li> </ul>   |         |   |         |       |         |       |         |       |         |       |

Appendix 1 (n)

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| <ul style="list-style-type: none"> <li>• Risk 1- Is around the reliance on the private sector to deliver the housing numbers/the market to drive demand for the houses</li> <li>• Risk 2 – Is that the investment opportunities for the Energy projects are not secured/considered viable</li> </ul> |  |
| Invest to save options:  |  |
| <ul style="list-style-type: none"> <li>• Additional modelling may be required around the Energy Opportunities depending on the time line/rate of return sought by the Council</li> </ul>   |  |
| <p>Actions:</p> <p>Council Report on the discount for Vacant property</p> <p>Discussion/agreement around the Energy prospectus with the Executive and then scrutiny</p> <p>Appointment of the Vacant Property Officer</p>  |  |
| Executive decisions:   |  |
| Scrutiny Route:  |  |
| Consultation:  |  |
| EqlA:  |  |

## Appendix 1 (o)

|  |         |  |         |       |         |       |         |       |         |       |  |
|--|---------|--|---------|-------|---------|-------|---------|-------|---------|-------|--|
| Bridging the Gap Theme   |         | Growth & Investment Strategy   |         |       |         |       |         |       |         |       |  |
| Bridging the Gap Proposal:   |         | <b>Sustainable BG – Low Carbon Borough</b>   |         |       |         |       |         |       | Ref:    |       |  |
| Executive Portfolio Sponsor:   |         |  |         |       |         |       |         |       |         |       |  |
| Officer Proposal Sponsor:  |         | Michelle Morris  |         |       |         |       |         |       |         |       |  |
| Impact on other Portfolios:  |         | Potential to impact on all Portfolios, and across partnerships, by reducing costs and introducing new ways of working based on achieving more sustainable and low carbon solutions to support service delivery and meet national targets for public sector carbon reduction. |         |       |         |       |         |       |         |       |  |
| Delivery in:   | 2020/21 |  | 2021/22 |       | 2022/23 |       | 2023/24 |       | 2024/25 |       |  |
| Values (low – high)  | £'000   | £'000  | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 | £'000   | £'000 |  |
|  | 138     | 138  |         |       | 200     | 350   | 200     | 350   | 200     | 350   |  |
| <b>Strategic Business Review:</b>  |         |  |         |       |         |       |         |       |         |       |  |
| Work undertaken in phases 1 – 5 to identify opportunities and risks  |         |  |         |       |         |       |         |       |         |       |  |
| <ul style="list-style-type: none"> <li>Phase 1 – Project Scope agreed and Project Group established and meeting regularly;</li> <li>Phase 2 – Discovery Workshop held with NRW to identify good practice and opportunities for carbon and cost reduction;</li> <li>Phase 3 – Data analysis undertaken, using NRW Model, which will identify the baseline for carbon emissions from Council operations; this has included identify existing projects and initiatives which will support the delivery of #Sustainable BG and which are not currently factored into the MTFS (in progress);</li> <li>Phase 4 – Publish #Sustainable Blaenau Gwent – Low Carbon Plan, this will include identifying early initiatives to start delivery of benefits immediately but also to ensure delivery against national targets set out for the public sector by 2030 (End of March 2020);</li> </ul> |         |  |         |       |         |       |         |       |         |       |  |
| <b>Opportunities identified:</b>   |         |  |         |       |         |       |         |       |         |       |  |
| The Council is already engaged in a range of projects/initiatives which will contribute to the objectives of #Sustainable BG; Opportunities already identified include:  |         |  |         |       |         |       |         |       |         |       |  |
| Fleet Review (Regional)  |         |  |         |       |         |       |         |       |         |       |  |
| EV Charging Infrastructure (Regional)  |         |  |         |       |         |       |         |       |         |       |  |
| Street Lighting Review   |         |  |         |       |         |       |         |       |         |       |  |
| Energy Prospectus  |         |  |         |       |         |       |         |       |         |       |  |
| Refit Project  |         |  |         |       |         |       |         |       |         |       |  |
| Strategic Property Review  |         |  |         |       |         |       |         |       |         |       |  |
| Sustainable Procurement  |         |  |         |       |         |       |         |       |         |       |  |
| The Blaenau Gwent Public Service Board (BGPSB) has also agreed that Climate Change will be one of its priorities over the next 12 months and the Council will lead on bringing together a partnership around identifying how collaboration across the public sector in the Borough can support the delivery of national targets and achieve a more sustainable position for Blaenau Gwent.   |         |  |         |       |         |       |         |       |         |       |  |
| <b>Financial Savings:</b>  |         |  |         |       |         |       |         |       |         |       |  |
| <b>2020/21</b>   |         |  |         |       |         |       |         |       |         |       |  |
| The Carbon Reduction Commitment (CRC) scheme has been replaced with effect from 1 April 2019 with the Streamlined Energy and Carbon Reporting Framework (SECR). The 2019/2020 CIPFA Accounting Code includes no specific reference to accounting arrangements resulting from this framework, so it is assumed that at present there is no ongoing financial impact. This will result in a saving of £138k in the revenue budget in 2020/21.  |         |  |         |       |         |       |         |       |         |       |  |
| <b>2021/22 Onwards</b>   |         |  |         |       |         |       |         |       |         |       |  |
| Savings in subsequent years are currently indicative pending the completion of the data analysis and agreeing priorities for action within the #Sustainable BG Plan.   |         |  |         |       |         |       |         |       |         |       |  |

**Challenges and risks:**

The work already underway needs to be aligned to this project and co-ordinated to provide a pipeline of activity with the potential to deliver financial and non-financial benefits; this will allow a strengthening of governance, committee overview and pace in delivery; political leadership for the changes required will be important and the Executive Member – Regeneration is the Executive Sponsor for this project.

There may need to be some investment to support innovative solutions and change including planned procurement and service delivery to switch to more sustainable solutions e.g. fleet, energy; the Council already has access to the Salix Programme (WG funded) but there is the potential to expand investment from external grant support;

Behavioural change will be critical to change the way that Officers deliver services and how residents access them and the delivery of identified benefits will need to be supported by strong communications;

Stretch targets can be achieved if the scope of the work is extended to partners and there is an opportunity to create a more sustainable borough led by this initiative from the Council and Public Service Board;

Active participation of schools in this work will enable benefits to be stretched through the promotion of positive behaviour change and reduction in operating costs;

There is a risk that if a new Carbon Reduction Tax is introduced by Government that the early saving proposed will not be achieved. We are not currently aware of any proposals to continue the tax into next financial year.

**Invest to save options:**

Access to some WG support already in place e.g. Salix and grants to commence investment in EV Charging infrastructure;

However the Council will need to investigate other funding opportunities to develop #Sustainable BG Plan and agreed projects which will include consideration of specific business cases for Spend to Save funding; for example there may be a case for seeking capital investment through the capital programme but any request would be supported by a business case;

**Actions:**

Phase 6 – develop #Sustainable BG Plan detailing initiatives which will form part of the Plan and the benefits that will be delivered; during this period it is intended to engage with Elected Members and staff to ensure that the right opportunities and commitment is obtain to deliver against the vision and targets;

Phase 7 – present #Sustainable BG Plan to Council for approval, following scrutiny process;

Phase 8 – delivery of Plan from March 2020 onwards with annual reporting into Committee on progress;

Appendix 1 (o)

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| Executive decisions: | Executive Sponsor – Cllr David Davies, Executive Member Regeneration                 |
| Scrutiny Route:      | Regeneration Scrutiny – November 2019  |
| Consultation:        | Elected Members; Council Staff; PSB  |
| EqlA:                | Screening to be undertaken prior to #Sustainable BG Plan being presented to Council; |
|                      |  |

Updated 7<sup>th</sup> November 2019