

STRATEGIC BUSINESS REVIEWS

Review	Lead Officer	Scope	Estimated Achievement							
			2020/2021	2021/2022	2022/2023		2023/2024		2024/2025	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Industrial Portfolio	Richard Crook / Ellie Fry	To review the Council's Industrial Unit Portfolio to identify areas for improvement and opportunities to maximise income.	0	0	0	50	0	100	50	200
Commercial Waste	Richard Crook	To roll out a new Commercial Waste service borough wide. A successful capital bid secured £250,000 for Blaenau Gwent's Commercial Waste Service. During the financial year 2019/2020, the Trade Waste Service underwent a full revamp with a revised implementation date of 1 st April 2021.	0	0	23	23	64	64	96	96
Income Recovery	Rhian Hayden	To review current income recovery activities to ensure best / efficient practices in place.	54	0	0	0	0	0	0	0
Fees and Charges	Bernadette Elias	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.	121	0	100	100	100	100	100	100
Commercial activity, investment and new income	Richard Crook	This strategic review will focus on identifying additional commercial opportunities to supplement the current activities of: <ul style="list-style-type: none"> Fees and charges Developing the Industrial Portfolio Current income from traded or shared services 	0	0	0	0	50	50	50	50

Appendix 4

Review	Lead Officer	Scope	Estimated Achievement							
			2020/2021	2021/2022	2022/2023		2023/2024		2024/2025	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		<ul style="list-style-type: none"> Property Investment inside the Borough and out of the Borough Investment in energy and low carbon activities Disposals or development of assets and property 								
Third party expenditure – commissioning, procurement and contract management	Bernadette Elias	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.	550	490	250	550	250	550	250	550
Assets and Property	Richard Crook	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.	85	35	150	210	0	0	0	0
Review of the MRP Policy	Rhian Hayden	To commission the Council's Treasury Management advisors to review the MRP.	0	0	50	500	0	0	0	0
Future work place and service delivery	Bernadette Elias	This is a new Strategic Business Review that merges the previous business review on customer experience and the business review on workplace transformation. 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 Strategic Business Review includes:	50	0	TBC	TBC	TBC	TBC	TBC	TBC

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			2020/2021	2021/2022	2022/2023		2023/2024		2024/2025	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		<ul style="list-style-type: none"> Review of face to face service delivery models and development of community based provision; Review of the democratic space to ensure the organisation fulfils its role as community leader in an inclusive and transparent way; Review of the current physical office environment so staff can work safely and productively; <p>With the current level of data analysis and financial information it is not possible to quantify the potential cost avoidance or savings beyond 2021/22. Work on this Strategic Business Review will inform the assessments for the later years of the MTFP.</p>								
Growth Strategy	Richard Crook	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.	220	230	300	300	100	100	100	100
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.	138	0	200	350	200	350	200	350
		TOTAL	1,218	755	1,073	2,083	764	1,314	846	1,446

