

## 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>Quarterly progress update against deliverables (Project outcomes and financial)</b>							
			<b>Estimated Financial Achievement</b>		<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>							
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025					
£'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>		<b>Quarterly progress update against deliverables (Project outcomes and financial)</b>							
			<b>Estimated Financial Achievement</b>		<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>							
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025					
£'000	£'000	£'000	£'000	£'000								
0	0	0	64	96								
<b>Risk Management:-</b>												
<b>Risks / Issues</b>					<b>Mitigating Actions</b>							
<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	To review current income recovery activities to ensure best / efficient practices in place.  <b>Intended outcome</b> <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					<b>2020/21</b> <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> 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:- <table border="1" data-bbox="964 1071 2789 1396"> <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>						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																														
<b>2021/22 – Quarter 2</b> <ul style="list-style-type: none"> <li>Current debt analysis continues</li> <li>Court dates for formal recovery action have commenced with the first court taking place during September 2021, with further sessions planned for October and December 2021 and February 2022. Bailiff visits have been reinstated.</li> <li>Recommendations of CIPFA being reviewed.</li> </ul>																																		

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>Quarter 1 forecast Fees &amp; Charges analysed and reported as part of the Quarter 1 Budget Monitoring report.</li> <li>Initial discussions have taken place to develop full cost recovery model for social services.</li> </ul>		
<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>				
<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>				
121	0	100	100	100				
<b>Risk Management:-</b>								
<b>Risks / Issues</b>			<b>Mitigating Actions</b>					
<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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<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>					
0	0	0	50	50					
<b>Risk Management:-</b>									
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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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<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>							
<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>							
550	490	250	250	250	<ul style="list-style-type: none"> <li>Procurement officers are actively engaging with service areas to deliver the 2021/22 procurement programme;</li> <li>BtG commercial opportunities considered as part of each sourcing exercise.</li> <li>Pre-procurement and contract award reports are submitted to commercial board to ensure effective check &amp; challenge;</li> <li>The Corporate Purchase Card programme continues to expand as an alternative payment methodology. The programme affords suppliers better cash flow and includes an annual 1% rebate which contributes to the BtG savings target. In summary we currently have 55 cards in the programme and a year to date spend of £1,236,931 as compared with a spend of £965,117 for the same period in 2020/21;</li> <li>The Council either leads and/or participates in a number of collaborative procurement arrangements which includes management fees and/or spend rebates. During qtr2, cashable savings of £50,000 have been realised;</li> </ul>						
<b>Risk Management:-</b>											
<b>Risks / Issues</b>				<b>Mitigating Actions</b>							
<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>Estimated Financial Achievement</b>					<b>Quarterly progress update against deliverables (Project outcomes and financial)</b>				
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<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>												
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 cr</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>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> </ul>					
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<b>£'000</b>	<b>£'000</b>	<b>£'000</b>					<b>£'000</b>	<b>£'000</b>
<b>0</b>	<b>0</b>	<b>1,335 *</b>					<b>0</b>	<b>0</b>
<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																						
Future work place and service delivery	Michelle Morris	<p>This is a new Strategic Business Review that merges the previous business review on customer experience and the business review on workplace transformation.</p> <p>The impact of the pandemic has force the organisation to think radically about how and where it will deliver services to the communities in Blaenau Gwent. This Programme includes:</p> <ul style="list-style-type: none"> <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> </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>																									
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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>																			
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<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>																						



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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>					
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<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<ul style="list-style-type: none"> <li>RA Transport Direct (complete)</li> <li>Response to CA – in progress</li> <li>Timeline – in progress</li> </ul>						
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138	0	200	200	200							
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<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>						

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Use of external grants	Bernadette Elias	<p><u>Scope of the Review</u> 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 the Grants Register continues to be progressed during the Quarter</li> <li>Meeting taken place with Service area to scope out the work. Report anticipated during quarter 4</li> </ul>				
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Developing our customer experience and digital ambitions	Bernadette Elias	<p>This review supports the customer focus and use of technology themes in the Commercial strategy</p> <p><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>Customer</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>Digital / Technology</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>Customer</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>Digital / Technology</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>Customer</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>Digital / Technology</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>Customer</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>Digital / Technology</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>
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<b>Estimated Financial Achievement</b>			<ul style="list-style-type: none"> <li>Community services, mapping sessions held focusing on full end to end process</li> <li>Development of service level standards – setting residents expectations on delivery of services</li> <li>Review of answerphone message, findings were that it was very long and protracted. Queuing system introduced</li> <li>Review of out of hours' service, identified that the existing provider was not delivering great service from Customer perspective – resulting in change of providers from July 2021 (Q2)</li> <li>Community Hubs model preparation and development, phase 1 delivery commenced 21<sup>st</sup> June 2021</li> <li>Training plan developed linking into Call Centre Management framework</li> <li>Phases 2 and 3 delivery of Community Hubs model, increasing Hub presence in all agreed venues</li> <li>Development of Key Performance Indicators to support service delivery</li> </ul>			

					<p><b>Digital / Technology</b></p> <ul style="list-style-type: none"> <li>• Digital programme to support the new operating model developed – attendance at DMT meetings to understand needs of services as we move into next phases of delivery</li> <li>• Corporate road map developed – now, next, later setting out technical objectives</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 – linking into offers from Centre for Digital Public Services and increasing knowledge of staff and members</li> <li>• Digital apprentice role developed, appointed and inducted as part of Tech Valleys project focussing on waste and recycling services</li> <li>• Further progression of digital programme, including supporting hybrid meetings to support NOM,</li> <li>• Further development of digital road map, now, next, later objectives to support corporate objectives</li> <li>• Commencement of Planning piece of work, supporting and assisting the Planning team</li> <li>• Continuation of external projects linking into Centre for digital public services</li> <li>• Commencement of digital skills maturity assessment</li> <li>• Digital apprentice role recruited to</li> </ul>
£'000	£'000	£'000	£'000	£'000	

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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> </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
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>
			<b>Quarterly progress update against deliverables (Project outcomes)</b>			

<ul style="list-style-type: none"> <li>Recovery themes are being supported with performance and data insight, including development of a set of performance indicators at both population and performance level.</li> <li>Council Tax data profiling has been re-established to support the bridging the gap project to provide the most up to date information.</li> <li>Audit Wales Review on Data agreed as part of their work programme, initial phase undertaken, next phase to be scoped in 2022 which will support the organisational approach to data.</li> <li>Data insight including user research used to inform digital transformation projects with services supporting agile delivery.</li> <li>Cardiff University data science academy student placements progressing.</li> <li>Assessment of Well being work to inform the next Well Being Plan is progressing with active input from officers into the regional working group.</li> <li>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 to get support from Oxford Brookes University to undertake a review of the Directorates' current effectiveness in its use of performance data and to support any future re modelling of services. The work will take place in quarter 4 and additional support is planned for mid-2022, once the directorate has submitted their annual data return to WG.</li> </ul>
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<b>Risk Management:-</b>	
<b>Risks / Issues</b>	<b>Mitigating Actions</b>

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