

**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
<b>Industrial Portfolio</b>	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
<b>Commercial Waste</b>	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 <sup>st</sup> April 2021.	0	0	23	23	64	64	96	96
<b>Income Recovery</b>	Rhian Hayden	To review current income recovery activities to ensure best / efficient practices in place.	54	0	0	0	0	0	0	0
<b>Fees and Charges</b>	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
<b>Commercial activity, investment and new income</b>	Richard Crook	This strategic review will focus on identifying additional commercial opportunities to supplement the current activities of: <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> </ul>	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"> <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>								
<b>Third party expenditure – commissioning, procurement and contract management</b>	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
<b>Assets and Property</b>	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
<b>Review of the MRP Policy</b>	Rhian Hayden	To commission the Council's Treasury Management advisors to review the MRP.	0	0	50	500	0	0	0	0
<b>Future work place and service delivery</b>	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"> <li>Review of face to face service delivery models and development of community based provision;</li> <li>Review of the democratic space to ensure the organisation fulfils its role as community leader in an inclusive and transparent way;</li> <li>Review of the current physical office environment so staff can work safely and productively;</li> </ul> <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>								
<b>Growth Strategy</b>	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
<b>Low Carbon</b>	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
		<b>TOTAL</b>	<b>1,218</b>	<b>755</b>	<b>1,073</b>	<b>2,083</b>	<b>764</b>	<b>1,314</b>	<b>846</b>	<b>1,446</b>

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			2020/2021	2021/2022	2022/2023		2023/2024		2024/2025	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Strategic Business Reviews – No Estimated Financial Impact Identified</b>										
<b>Use of external grants</b>	Bernadette Elias	<p><u>Scope of the Review</u></p> <p>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>								
<b>Reducing demand by changing behaviours</b>	Bernadette Elias	The Council's role in place shaping means that we need to encourage and enable communities to do as much as they can for themselves and to build resilience. This strategic business review will identify any opportunities to work closely with our communities to encourage changes in behaviour. This has been done in many other locations to deal with issues relating to littering, payment of council tax and antisocial activities.								
<b>Prevention and early intervention services</b>	Damien McCann / Lynn Phillips	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								
<b>Using data to deliver better services</b>	Bernadette Elias	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 of data to design services and target our resources to deliver outcomes for our residents.								