

CABINET

Extract from the Minutes of a meeting held on 23 October, 2017.

C112 INCOME GENERATION & COMMERCIAL OPPORTUNITIES STRATEGY 2017-2020 (L) (SCRUTINY COMMITTEE - CORPORATE PERFORMANCE AND RESOURCES) –

Approval was sought for the Council's Income Generation & Commercial Opportunities Strategy 2017-2020.

The Council had a range of experience in generating income and using commercial opportunities in order to supplement other forms of income, such as that received from the Welsh Government, Council Tax collection and other grants. However, it was recognised that the situation now faced by the Council required a more fundamental shift in the way in which these activities were identified, coordinated, implemented and monitored. The recently received draft financial settlement from Welsh Government confirmed a further reduction in the funding that would be made available to the Council for the next two financial years. This would require the organisation to identify alternative means of supporting the delivery of priority services through the transformational change programme, Reshaping Services.

The Wales Audit Office report on Savings Planning (March 2017) identified a proposal for improvement for the Authority to "strengthen financial planning arrangements by developing a strategic approach to income generation". Income generation and commercial opportunities were further explored during the Reshaping Services Baseline Assessment Update project that was undertaken in late 2016 in order to identify future projects to progress the Reshaping Services Programme. 228

Following completion of the Baseline Assessment Update project, this area of work had been included in the Reshaping Services programme and income targets of £50k, £550k and £500K for 2017/18, 2018/19 and 2019/20 respectively had been approved in the Council's budget and Medium term Financial Plan.

As a way of initiating the delivery of this work, the Income Generation & Commercial Opportunities Strategy had been prepared in order to ensure a clear vision and consistency in the way future activity was managed. The Strategy could be found in Appendix A attached to the report.

The aim of the strategy was to "Support the delivery of Strong Communities with a Bright Future through the development and implementation of a range of income generation and commercial opportunities, which will complement other sources of funding".

The strategy set out four strategic objectives. Each objective was supported by a series of "policy principles" which set out how the Council would go about achieving each objective and would guide the actions taken to deliver the overall aim of the strategy. The four strategic objectives were:

- To support consistency across the Council in its approach to income generation and commercial opportunities, including setting, collecting and reviewing fees and charges.
- To aim towards achieving full cost recovery where it was appropriate to do so and to develop a standard approach to the application of concessions.
- To influence demand and use of Council services whilst promoting equity and fairness.
- To support the delivery of the Corporate Plan, the Medium Term Financial Plan and the Reshaping Services Programme as well as other corporate planning documents.

The activity pursued in delivering Income Generation & Commercial Opportunities Strategy would be coordinated by an Income Generation and Commercial Opportunities Board as part of the Reshaping Services Programme portfolio and reported to a Board chaired by the Managing Director. The programme would report to the Reshaping Services Programme Board and to the Council's Cabinet. The strategy set out the arrangements for the development of proportionate business cases to ensure decisions were well evidenced, consistent and received the appropriate oversight and scrutiny.

This was a matter for Executive decision.

Cabinet, having considered the report and all the issues and implications contained therein

RESOLVED –

- (1) T H A T the contents of the report be noted.
- (2) T H A T the Income Generation & Commercial Opportunities Strategy 2017-2020 attached at Appendix A to the report be approved.

Reasons for decisions

- (1) To consider the way in which income generation and commercial opportunities services would contribute to the delivery of the Council's vision of "strong communities with a bright future".
- (2) To enable the Council to put in place an Income Generation & Commercial Opportunities Strategy to support the delivery of the Council's priorities.