

**Committee:** Scrutiny

**Date:**

**Title:** Corporate Plan  
Medium Term Financial Strategy  
Commercial Strategy

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## Summary

1. This report presents three key documents:
  - The Corporate Plan 2020-24
  - The Medium Term Financial Strategy (MTFS) 2020-25
  - The Commercial Strategy 2020-24

## Recommendations

2. Scrutiny Committee considers the three documents and provides feedback to Cabinet.

## Financial Implications

3. Included in the body of the MTFS and Commercial Strategy

## Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

## Impact

- 5.

Communication/Consultation	The Corporate Plan is derived from consultation within the R4U party, R4U stakeholder events and issues raised during canvassing for the local elections. There is an intention for the council to
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	undertake fuller engagement next year when the council's long term financial position is better understood.
Community Safety	Community safety continues to be featured in the draft Corporate plan
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	The draft plan makes clear reference to sustainability
Ward-specific impacts	None
Workforce/Workplace	A strong vision that creates a sense of purpose is key to engaging staff effectively in their work.

## Situation

6. The three documents appended to this report set out the council's vision and priorities for the next four years (the Corporate Plan), the likely pattern of funding available to achieve these priorities (the Medium Term Financial Strategy) and the way in which necessary funding can be secured (the Commercial Strategy).

## Corporate Plan

7. The Scrutiny Committee discussed a previous iteration of the Corporate Plan at its November 2019 meeting. Since then it has been further reviewed by Cabinet and the version attached to this report will go to Cabinet on 5 February and Full Council 25 February.
8. The Corporate Plan sets out the vision for the next four years and the priority areas of work to deliver that vision. It builds on the current Corporate Plan in prioritising the community leadership role of the council and emphasises the focus on the residents' voice.
9. As explained in the November 2019 report, an annual delivery plan is being developed to ensure measurable outputs are delivered within allocated resources.

## Medium Term Financial Strategy

10. The Centre for Public Scrutiny advises Scrutiny committees to focus on the Medium Term Financial Strategy (MTFS) rather than the detail of the council's

proposed budget. All members have the opportunity to debate the budget proposals at the budget-setting Full Council meeting later in February. The MTFS sets the financial plan for the council, identifies the various sources of funding and explains the likely trajectory of the council's financial position over the next five years.

## Commercial Strategy

11. The Commercial Strategy attached to this report was endorsed by the Investment Board on 23 January and will go to Cabinet on 5 February and Full Council on 25 February. The Commercial Strategy sets out the criteria for potential investment that will provide the financial resource to deliver the council's corporate plan.

12. Any feedback from Scrutiny will be given verbally at the Cabinet meeting.

## Risk Analysis

13.

Risk	Likelihood	Impact	Mitigating actions
The council fails to deliver on its priorities	1 - The delivery plan will set out an achievable programme of work for 20/21	3 – if staff are not sufficiently focused on the priorities, some projects bringing benefit to the community may not be delivered	Greater clarity and explanatory narrative enables staff to understand the priorities more clearly
The council does not have the funds to support the resources required to deliver the priorities	2 – MTFS sets out projected financial position and the commercial strategy gives the framework for addressing the shortfall.	3 – Some projects bringing benefit to the community would not be able to be delivered	The Commercial Strategy will enable the council to address the financial challenges over the medium term

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.