

The Commercialisation Challenge in a rural district authority:

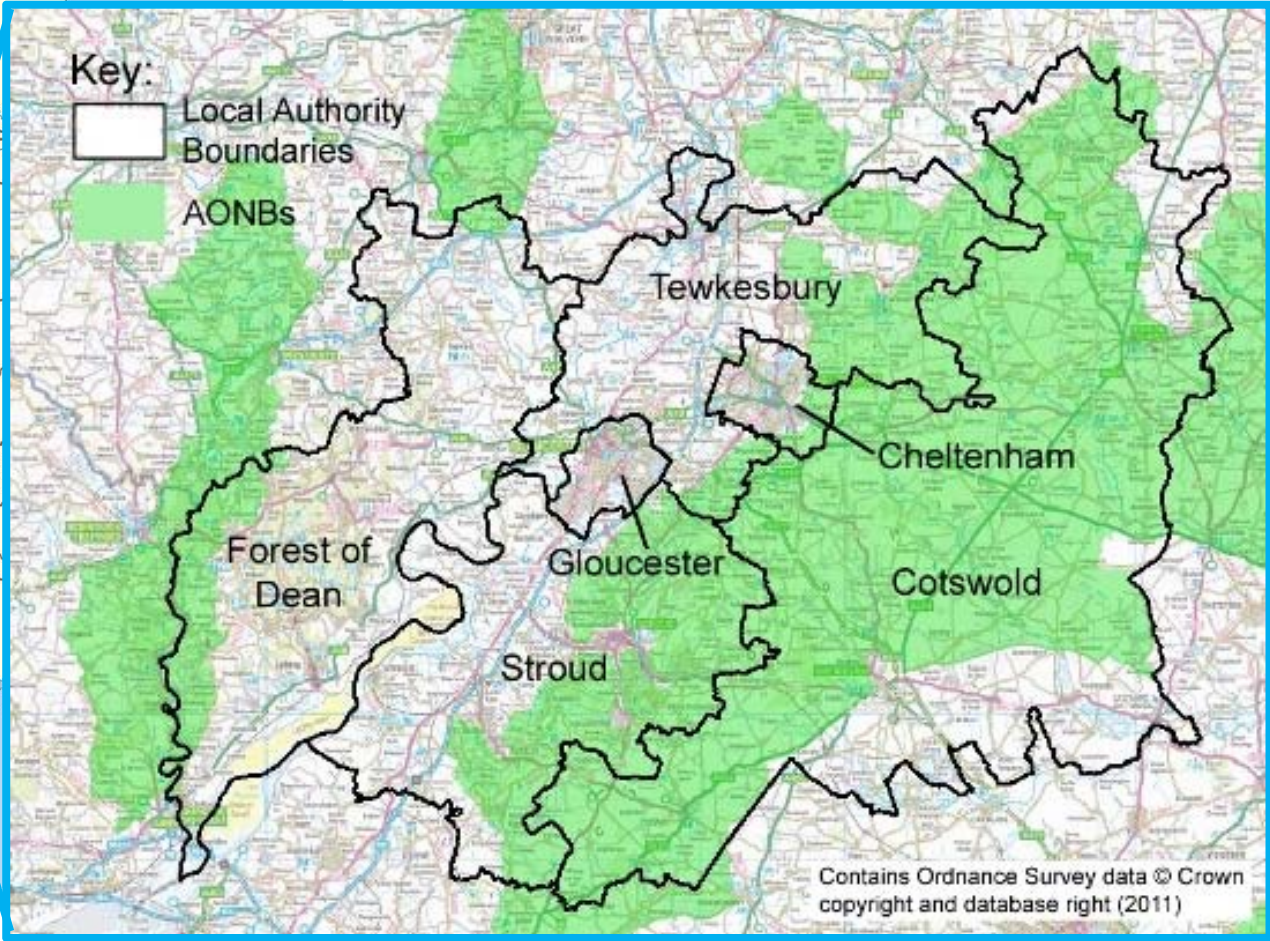
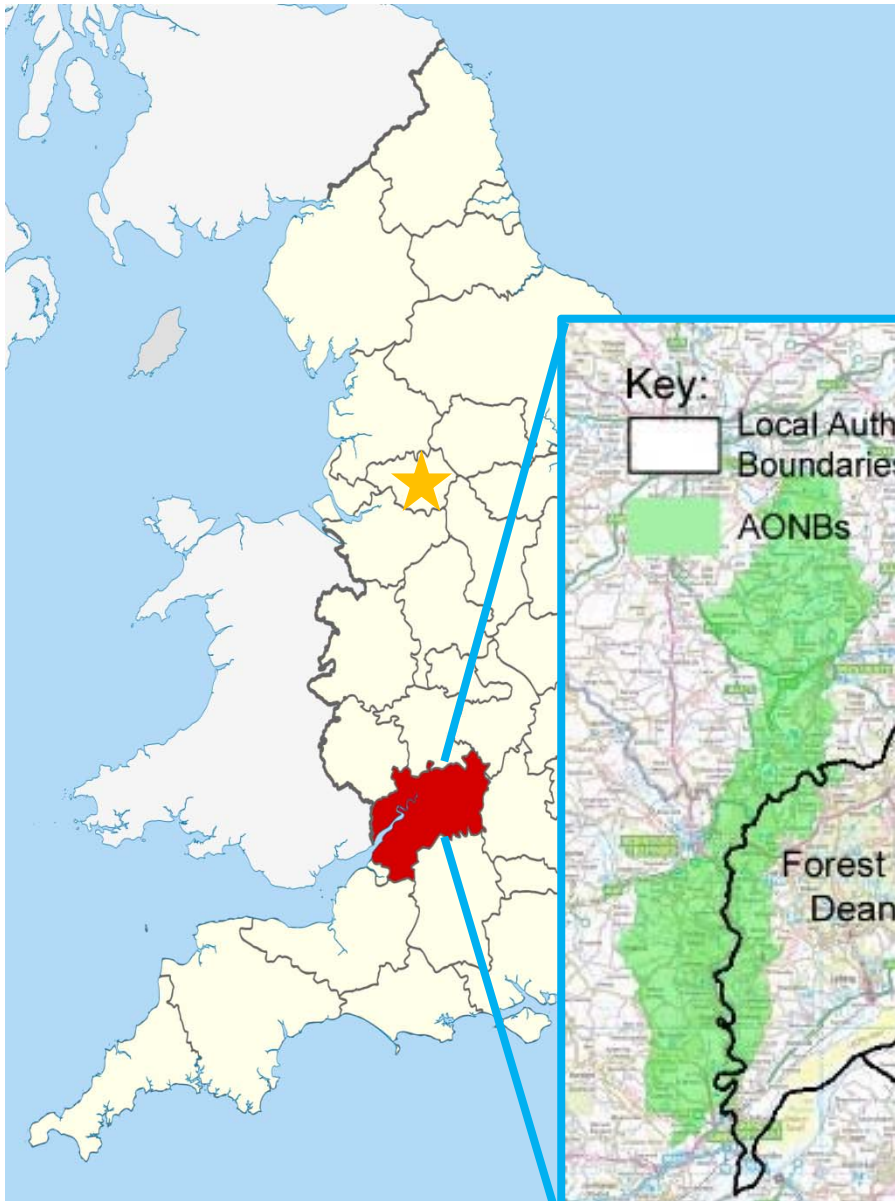


Darren Skinner, Business Projects Manager

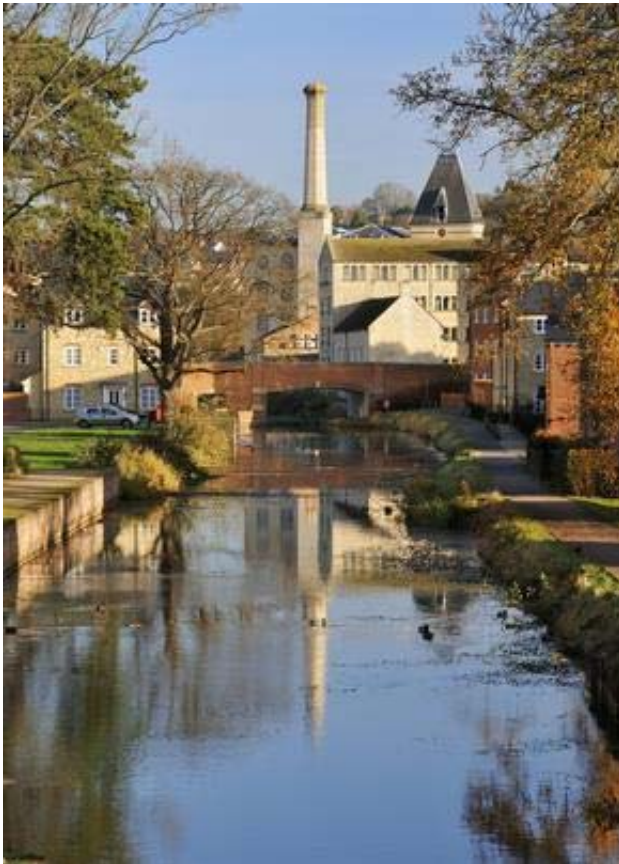
Stroud District Councils journey *towards* income generation

Taking a Rural District Council perspective on income & commercialisation:

- Our financial challenge
- Stroud's approach to income generation



Welcome to Stroud...



- Rural District Authority
- 115k population
- Rainbow coalition red/green/yellow
- 1 main office – Ebley Mill (c.300)

Yes, but what's it *like*...?



The Challenge for Stroud

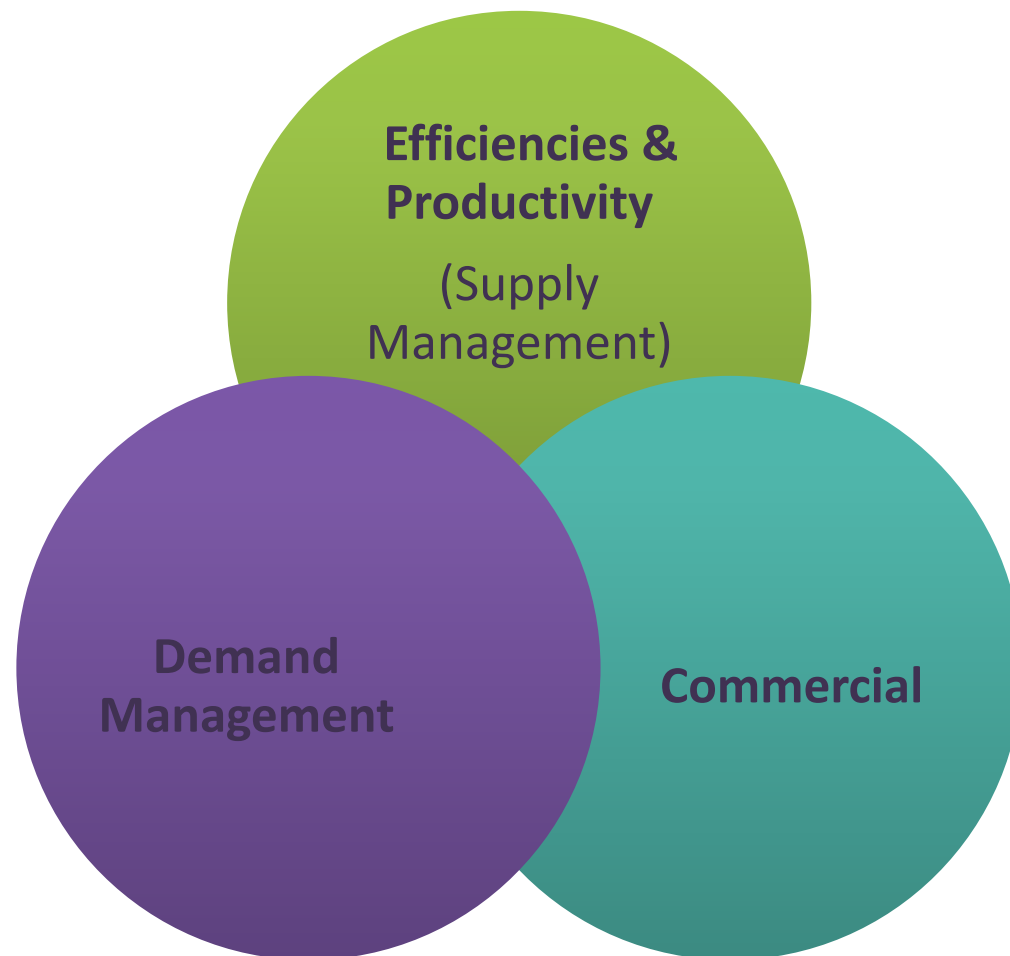
- GF revenue budget c.£15M
- Council tax @ 2% growth (£5 for band D)
- Bus. Rates retention - growth uncertain
- New Homes Bonus - £3.5M down to £1.5M 19/20
- RSG zero in 18/19 – goes negative 19/20

Reserves exhausted 19/20



MTFP Funding	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)
Proposed Net Revenue Budget	15,557	14,708	15,108	15,528
Funded By:				
Precept on Collection Fund	8,036	8,159	8,284	8,411
Business Rates Retention Funding	3,098	3,158	3,252	3,356
Revenue Support Grant	1,053	347		
Tariff/Top-Up adjustment				(549)
Transition Grant	103	103		
New Homes Bonus	3,210	2,680	2,000	1,533
Total Government Funding	7,464	6,288	5,252	4,339
Council Tax Collection Fund surplus	195	0	0	0
NNDR Collection Fund deficit	(472)	0	0	0
Use of working balances	335	261	1,572	2,777
TOTAL Funding	15,557	14,708	15,108	15,528

Our Strategy



How have we tackled a Commercial approach?

- **Business Projects Manager post**
- **Awareness & Development** - Members, Mgrs & front line
- **Service reviews** – charging and income, skills etc.
- **Income benchmarking** - LG Inform, CIPFA clubs, consultancy
- **Options appraisals** – commercial bus. case check
- **Asset Development Panel**

Successes So Far...

- **Office Space & Car Park leasing** (£60kpa to date)
- **Invest to save – Dursley ‘Pulse’** (£300kpa)
- **Advertising** (£10-£20kpa website & £25kpa roundabouts)
- **Legal services to schools** (£30kpa)
- **Location development
& tourism**



The next BIG things...



...and the Future...

- **Skills – specialists** (commercial, ICT etc)
- **Capacity sharing?** (avoid ‘single points of failure’)
- **Partnerships** (self funding business plans)
- **Community Infrastructure Levy** (CIL)
- **4yr Efficiency plan...?**
- **Devolution...??**



Contact

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