



South Staffordshire Council

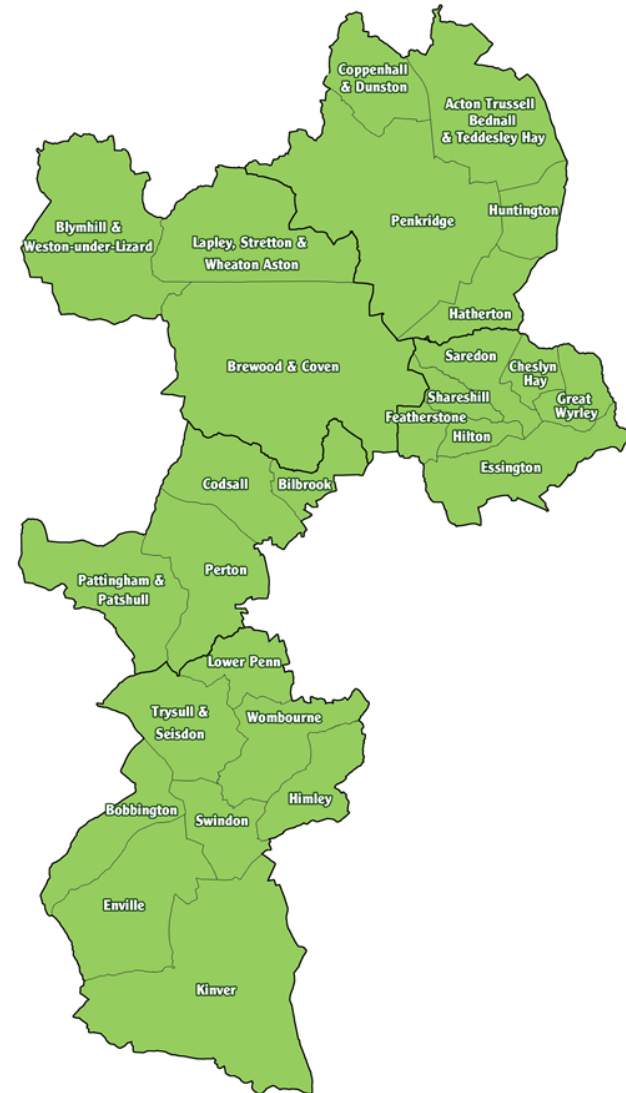
Bridging the Funding Gap

South Staffordshire Council's quest to financial stability by 2020

- **Our Financial Position**
- **Our Journey**
- **Our Success, Challenges & Opportunities**



July 2018





Our Assets

- Council Office Building
- 165 Commercial Units
- 36 Retail and Office Space
- Mobile Home Park (138 homes)
- 4 Leisure Centres
- 2 Cemeteries
- Country Park and Café
- Railway Walk and Café
- No Housing Stock

3 Tier Local Authority

- Staffordshire County Council
- South Staffordshire District Council
- 27 Parish Councils

Our People

- 317 employees (233 FTE)
- Low Staff Turnover
- Loyal Workforce
- New CEO January 2017
- New Management Structure 2017-2018
- Key focus on Council Plan, E&I Plan, Workforce Development Strategy



Our Financial Position...

Our Aim 3 year balanced budget, growing to 5 years by 2020



2011 – 2015 Transformation Delivery Plan (TDP)

Took £2.38 million off bottom line

2015–2017 E&I Plan

£1.3 million off bottom line

2017 – 2020 Refreshed E&I Plan

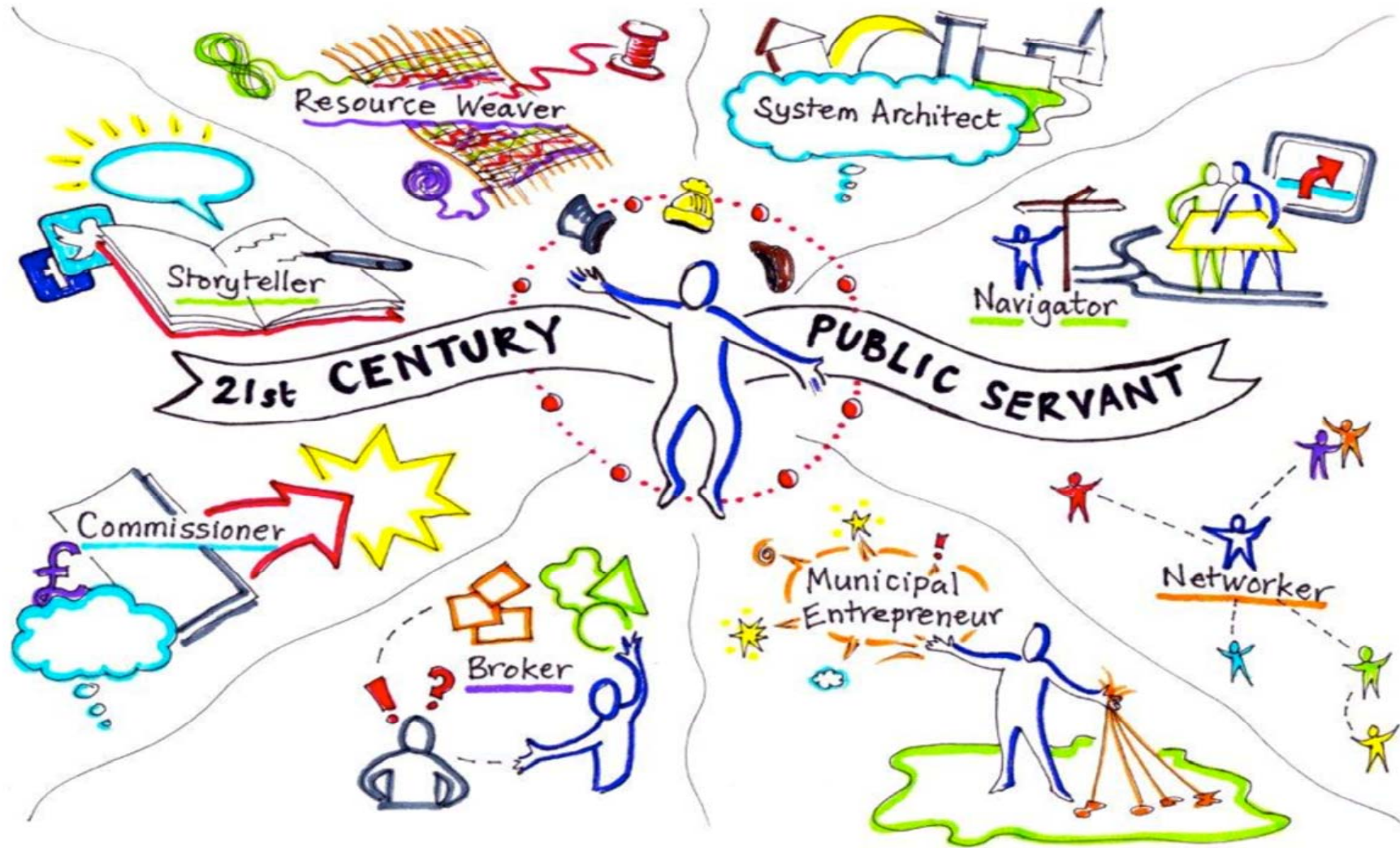
Has the potential to improve our MTFS by £1.17 million per year by 2022/23



- Transformation Delivery Plan (TDP) launched in May 2011
- By November 2012 TDP achieved 108% against its target
- 2.5 years ahead of planned end date

What we did

Area	Value
Contracts and Procurement	£556,860
Increase Income	£83,000
Shared Services	£60,036
Service Challenge	£388,000
Payroll	£1,171,363
Total	£2,381,195





Efficiencies	Value	Income	Value
Contract Savings	£48,815	Asset Plan	Combined £1,122,506
ICT Systems/Equipment	£16,155	Fraud Services	
Staff Savings	£64,100	Service Income Generation Initiatives	
New Ways of Working	£41,100		
Removal of Recycling Banks	£10,900	Business Hub Accommodation	
Total	£181,521		
Overall Total	£1,304,027		

Grant applications:

OPE, Building Better Opportunities Programme



New Partnerships:

Good Life Energy, OPKILL, Lottery, Civil Ceremonies

Growth in our assets:

PowerStar, Four Ashes, Wombourne, Legal Services, Business Hub



Bringing delivery back in house:

Swim Academy, Street Scene, Health & Social Care Financial Assessment



Tendering for contracts:

Tenancy Fraud Investigation, Shirehall consultancy, Tourism Association





Refreshed E&I Plan 2017-2020...



Financial Stability	Managing Growth	Doing things Differently
<ul style="list-style-type: none"> • £40,000 in contractual savings 	<ul style="list-style-type: none"> • Support our Communities 	<ul style="list-style-type: none"> • Digital Transformation £100,000 (by 2023)
<ul style="list-style-type: none"> • Secure net increase of £100,000 in commercial income through sales and marketing of existing services 	<ul style="list-style-type: none"> • Partnering with neighbouring authorities – unlocking £1billion of investment and create 5,000 jobs (i54 South Staffordshire) 	<ul style="list-style-type: none"> • System Harmonisation and Contract Management. Potential saving of £200,000 (by 2023)
<ul style="list-style-type: none"> • Implement a £20 million Asset Strategy with a potential return of £973,673 in 2018/19 	<ul style="list-style-type: none"> • Develop Growth Zones • New Local Plan • Infrastructure Delivery Plan 	<ul style="list-style-type: none"> • Agile Working - Release office space for private rent. £70,000 in addition to the £309,000 (Business Hub)
<ul style="list-style-type: none"> • Business Hub £309,000 2018/2019 (Office Accommodation) 		<ul style="list-style-type: none"> • One Public Estate / Community Hub- £125,000 drawdown for a £428,000 ROI per annum
		<ul style="list-style-type: none"> • Civil Ceremonies - £11,000 pa
		<ul style="list-style-type: none"> • Community Lottery - £50,000 pa saving



- New Chief Executive 2017
- Engaged staff – great ideas
- Upskilling our staff
- Strong Workforce Development Strategy (Commercialism and Transformation)
- Changing the cultural mind-set
- Learning from commercial specialists
- Growing our property portfolio
- Refreshed our internal governance structure to speed up decision making
- Member engagement and support
- Invest to Save Budget

- Together - Keeping us away from the cliff edge!



Internally	Externally
Capacity	New Home Bonus Changes
Skill Set and Mind Set	Plastic and Paper to China (Waste) £100k pa (£0.5m over 5 years)
Budgets	National Living Wage Increases
	Pension Costs Increases
	Business Rate Retention Uncertainty
	Fairer Funding Review Uncertainty
	Brexit

- Continue to expand and manage our existing property and land portfolio
- Invest and strengthen our commercial activities through increased sales and marketing and new income generating ideas
- Think and operate as a commercial business
- Embrace digital and agile transformation to release capacity for commercial opportunities
- Continue to learn and do things differently
- Be as efficient as we possible can
- Strengthen our partnership working and relationships to maximise commercial opportunities
- Continue to invest and support our employees and members to have the right skills

Staff often use the expression “this agenda is exciting, but scary!”



South Staffordshire Council

“Saving money, making money, doing this differently, -none of this is new for us at South Staffordshire Council. It is fair to say, for this Council, the impact of the austerity measures were more of a catalyst to speed up our processes for innovation. The TDP and more recently the E&I Plan have provided the tools to enable us to do this. Our approach has also enabled us to continue to provide value for money for our residents with us continuing to have the fourth lowest Council Tax for District Councils in England”.



Councillor Brian Edwards MBE





**South
Staffordshire
Council**



Nicola Taylor

Business Development Team Manager

n.taylor@sstaffs.gov.uk