



Stirling Council

PBB5 Interim Report

Working with you to shape Stirling's future

Priority
BASED BUDGETING

January 2018
stirling.gov.uk

Introduction: Bridging the Budget Gap

Like every local authority in Scotland, Stirling Council continues to face a highly challenging financial environment. Increasing demand for services, rising costs and large cuts in public spending by central government have put local government budgets across the country under significant pressure.

However, thanks to sound planning and careful management of our finances over several years, Stirling Council is in a healthier position than many other local authorities. Since 2013 we have applied an approach called **Priority Based Budgeting (PBB)**, to align our priorities with our resources.

Through the framework of PBB we have reduced our spending and generated increased or additional income to balance our books, while seeking to continue to deliver high-quality public services and positive outcomes for our citizens.

We have re-designed and transformed the delivery of several services; achieved efficiencies across the organisation; reduced or stopped some services; and introduced or altered fees and charges for others. We have had to make lots of hard choices over the last four years of PBB (PBB1-4), but there are still more to make.

Depending on how our budget assumptions develop, over the next five years between 2018/19 and 2022/23, Stirling Council has a projected budget gap of £24 million. We have been working hard to bridge this gap as we enter the fifth phase of PBB. **Total projected savings of £4.7 Million have been identified in PBB5 thus far.** The Council has a statutory obligation to set a balanced budget for the forthcoming year, and that will be achieved, and we are identifying as many options as possible to go towards the balancing of future years' budgets also.

Many ideas have been considered, discussed and developed into detailed proposals. This Interim Report presents these proposed PBB5 Options and provides context on our current and projected budget position, a summary of the proposed Options and a succinct, high-level overview of each one.

This report is a precursor to engaging with our citizens, communities, stakeholders and staff to get their feedback on what we have proposed. Your views will directly influence the decisions we make as a Council on these Options and shape their design and implementation. An overview of our Communication and Community Engagement Plan is given in Section 4.

Elected Members will make the final decision on which Options to approve, or to reject, in February 2018.

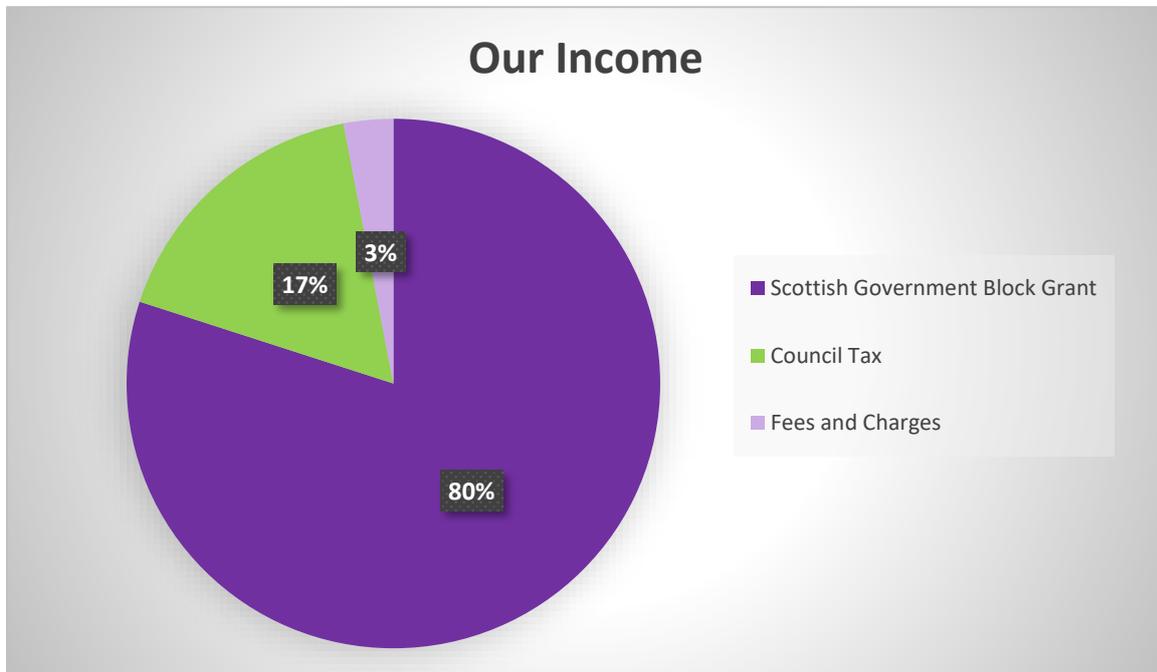
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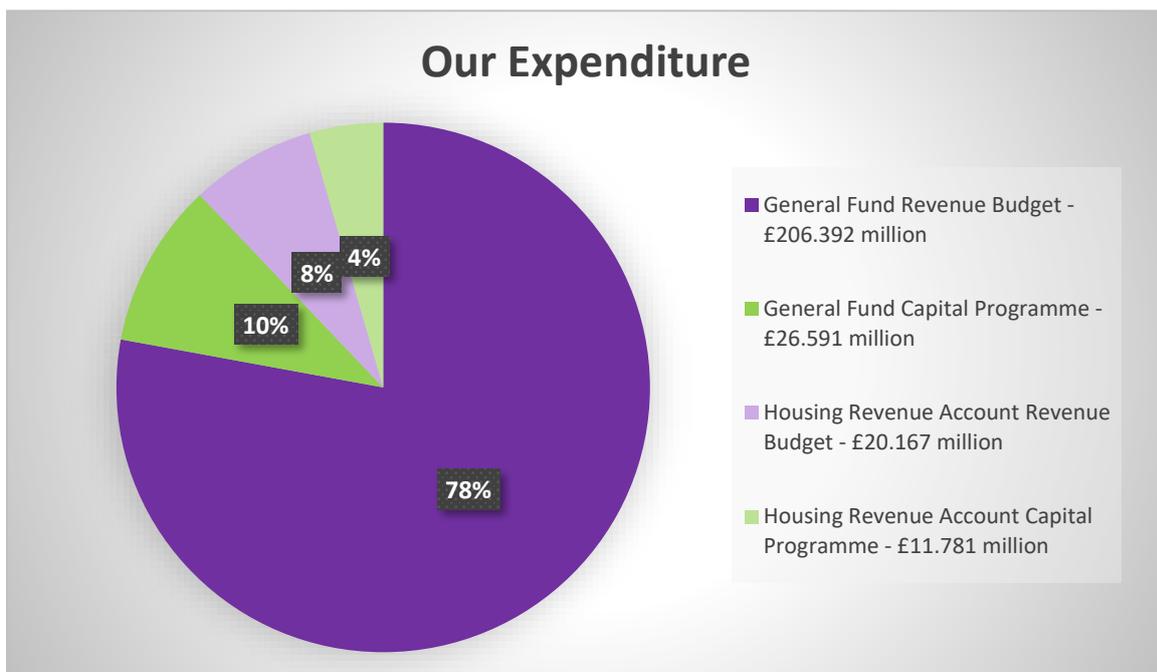
Section 1: Our Finances

2017/18 Budget

This Section explains how Stirling Council spends our money, which we primarily receive in grant funding from the Scottish Government, but also from Council Tax receipts and fees and charges.



This income supports our capital and revenue budgets. In line with the Housing (Scotland) Act 1987, expenditure in relation to a local authority's own direct provision of housing must be recorded separately within a Housing Revenue Account. All other expenditure is contained within the General Fund's revenue and capital budgets.



Therefore, Stirling Council's **total expenditure for 2017/18 is £264.931 million.**

Our Staff

A significant proportion of our revenue expenditure is Employee Costs. In 2017/18 we will spend approximately £129 million on **our 4,000-strong workforce**, who deliver a wide range of highly-valued, high-quality public services and **serve 94,000 citizens across a diverse rural and urban area nearly the size of Luxembourg**.

Our staff do everything from assisting Elected Members represent their constituents to supporting refugees integrate into our community. They are the teachers who educate our children and young people; the carers who look after our most vulnerable; the social workers who support our families; the registrars who perform our marriages and register our births; the men and women who maintain our libraries, parks and public buildings, collect our bins, fix our roads and clean our streets.

General Fund Revenue Budget – Spending by Services Area

After an extensive organisational restructure in 2016 to reduce management costs and increase efficiency, Stirling Council now has two Directorates: Localities & Infrastructure and Children, Communities & Enterprise. Within these Directorates are 12 Services areas with the following responsibilities and net revenue budgets for 2017/18:

- **Children & Families: £22.0 million**
Children in care, fostering & adoption, criminal justice social work, educational psychology, additional support needs, health and wellbeing
- **Communications, Events & Public Affairs: £0.5 million**
Internal & external communications, social media, events, media & public relations, public affairs
- **Communities & People: £6.5 million**
Public transport, enforcement of parking, litter, dog fouling & anti-social behaviour regulations, community engagement, housing & homelessness, learning disability & mental health, adult social care, business improvement & customers
- **Economic Development & Regeneration: £8.1 million**
Economic and business growth, regeneration and wellbeing
- **Strategic Commissioning & Customer Development: £2.4 million**
Strategic commissioning, customer hub, corporate complaints
- **Environment & Place: £21.7 million**
Waste, roads, land maintenance, parks and open spaces, maintenance of buildings and physical assets, catering, business improvement and compliance
- **Finance: £20.8 million**
Accounting operations, revenue & benefits, valuation joint board, pensions, loan charges
- **Governance: £1.5 million**

Elections, elected member support, committees, audit, legal and licensing

- **Human Resources & Organisational Development: £2.2 million**
Employee pay, benefits, engagement and health, leadership & skills development, organisational change
- **Infrastructure: £11.4 million**
Sustainability, planning & building standards, infrastructure delivery, regulation
- **Technology & Information: £2.8 million**
Digital infrastructure, strategy & security, data
- **Schools, Learning and Education: £75.3 million**
Early Years & Education (nurseries, primary schools, secondary schools), skills & youth employment, support for refugees.

In addition to the above areas, the General Fund revenue budget also includes a **Chief Executive Office (£0.5 million)** and specific services directly under the control of the **Clackmannanshire and Stirling Integration Joint Board (£30.7 million)**.

Draft PBB5 Budget Position

The financial position set out in this report is based upon a number of assumptions, which have been made with varying degrees of certainty.

Local, national and international factors which shape the political and economic climate within which Stirling Council operates could alter the expected position in future years. These assumptions will be kept under review and revised in light of changing circumstances or new information if necessary.

The main variables within the financial strategy relate to government grant, pay pressures, inflation, pensions and spending pressures. The financial challenge facing the Council will be affected by movements in the financial impact of these variables, for example, each 1% change in government grant from year to year will have approximately a £1.6M impact on the overall strategy. Assumptions have been made about the changes that are likely to impact on the Council's financial position, but the impact of further changes in the main variables are estimated to be:

Variable	Incremental Change	Financial Impact
Government grant	1% cash change	£1.6M
Council Tax	1% change	£0.55M
Employee pay awards	1% increase	£1.3M
Employer pension contribution	1% increase	£0.5M
Non-pay inflation	1% increase	£0.75M
PPP/PFI inflation	1% increase	£0.15M

The impact of a number of these assumptions moving favourably or adversely is uncertain in the longer term but we now have some certainty for 2018/19, as the Local Government Financial Settlement (LGFS) has been announced, subject to ratification by the Scottish Parliament. Given that, we have developed the following model for the budget position, based on a number of assumptions:

Draft Budget Position	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s
Projected spending	211,302	207,629	206,942	205,091	203,961
Less current PBB 1-4 savings	3,944	4,246	2,903	349	0
Less funding available	205,872	201,156	199,847	198,178	196,509
Indicative (surplus) / shortfall	1,486	2,227	4,192	6,564	7,452
Cumulative position before PBB options					21,921
PBB5 Options proposed	(1,618)	(1,106)	(821)	(479)	(556)
Draft budget (surplus) / shortfall	(132)	1,121	3,371	6,085	6,896
Cumulative budget shortfall incl. PBB options					17,341

Revised Scenario	
Assumptions	
Government grant	1.5% cash reduction in 18/19, 2% per annum thereafter
Council Tax	3% increase each year
Employee pay awards	3%/2% increase, subject to national negotiations; 1.5% thereafter; 2% in 22/23
Employer pension contribution	0.5% increase each year
Non-pay inflation	1% increase, generally, but higher for specific budgets
PPP/PFI inflation	1.5% increase each year

The above scenario contains a range of assumptions which are all subject to continuous revision and potentially significant change, as economic, financial and political circumstances develop. Officers will make changes to the assumptions that will affect the financial strategy at appropriate points, and provide updates to elected members and other stakeholders.

Council Officers have identified a total of 42 PBB5 Options which are projected to deliver a draft budget position as above. These Options have been proposed in the context of the Priorities of the newly-elected Stirling Council (see Appendix).

Elected Members will be asked to approve the 2018/19 General Fund Revenue Budget in February 2018. This will set the Revenue Budget for 2018/19, including the approval of Options intended to deliver the necessary savings/income across the five-year period to 2022/23. Delivery of the approved Options will be carried out by the Council over the next five years.

Implementation Costs for PBB5

There are of course costs involved in implementing the changes proposed in PBB5. One-off investment costs will be met from the Council's reserves, and the savings against each of the Options listed in Section 3 is already net of any ongoing implementation costs.

The capital costs of the proposed changes are shown in the table below:

Option Ref.	Description	In-year One-off Capital Costs (£000s)					Total
		18/20	19/21	20/22	21/23	22/24	
FC037	Increase car parking charges	0	59	0	0	0	59
E033	Wellgreen multi-storey car park	150	0	0	0	0	150
IG009	Investment in private rented sector	100	1,400	0	0	0	1,500
IG011	Station Square office development	80	1,920	0	0	0	2,000
IG012	Re-use hub	57	0	0	0	0	57
IG013	Advertising revenue generation from council assets	21	15	0	0	0	36
IG015	Solar canopies at The Peak and Castleview Park & Ride	0	1,712	0	0	0	1,712
IG014	Lower Polmaise expansion project	20	0	930	1,900	0	2,850
SR057	Reduce Grounds Maintenance Service	10	0	0	0	0	10
Total capital costs		438	5,106	930	1,900	0	8,374

It should be noted that some of the above capital costs may be included in the Stirling City Region Deal and will yield far greater benefits than the PBB5 saving alone. The details of the Deal are not known at the time of writing.

Current PBB Options (PBB1-4)

There are currently 52 PBB Options from the previous four cycles of PBB (PBB1-4) which remain live and which will therefore have a financial impact during the period 2018/19 to 2022/23. These will save a total of over £3.9 million in 2018/19, and a further £7.5 million over the next four years.

Section 2: Explaining PBB Options

PBB Options are detailed budget proposals produced by Stirling Council Officers for reducing expenditure or generating income to help bridge the budget gap.

PBB5 Options belong to one of five categories:

1. Transformation Options

Transformation Options propose ways to transform services or deliver them differently. This could involve radically or significantly changing the way in which a service is currently delivered to reduce costs, while also improving customer experience or outcomes. By transforming services, we can reduce the amount of cuts we have to make.

2. Income Generation Options

Income Generation Options, rather than identifying ways of reducing expenditure, **propose ways of increasing existing income or creating new revenue streams** for the Council. This could involve expanding to serve more customers in an area which currently delivers income. Alternatively, it could mean pursuing opportunities for commercialisation, such as delivering services to the private sector or other public sector organisations. By generating additional income, we can reduce the amount of cuts we have to make.

3. Efficiency Options

Efficiency Options propose ways of operating more efficiently and effectively, reducing spending while leaving the existing service unchanged.

4. Stop/Reduce Options

Stop/Reduce Options propose ways of reducing expenditure through reducing or stopping a service. A reduction in a service could involve reducing the level or frequency of a service provided or its restricting availability. Alternatively, Stirling Council would entirely cease delivering the service.

5. Fees and Charges Options

Fees and Charges Options propose ways to increase Council income through introducing or increasing fees or charges for particular products or services. By generating increased income, we can reduce the amount of cuts we have to make.

Wherever possible, Transformation, Income Generation and Efficiency Options are taken forward in preference to Stop/Reduce Options. However, PBB1-4 has involved numerous transformation and efficiency projects, meaning the remaining scope for further such changes is low. Therefore, PBB5 has by necessity involved an increased focus on Stop/Reduce Options. Income Generation Options have also been proposed, for the first time, wherever possible.

Section 3: Proposed PBB5 Options

Summary

Category	Number of Proposed Options
Transformation (T)	4
Income Generation (IG)	9
Efficiency (E)	17
Fees and Charges (FC)	3
Stop/Reduce (SR)	9
TOTAL	42

PBB5 Options have been organised according to the above categories.

Each Option has been given a unique code and is described in brief in the summary list below, which also notes the projected in-year net savings for each Option.

Total savings of £4.6 million between 2018/19 and 2022/23 have been identified in PBB5.

Projections for two PBB5 Options are still to be confirmed.

Transformation Options

CODE	OPTION	DESCRIPTION	£000s					18/19-22/23
			18/19	19/20	20/21	21/22	22/23	
T001	Establish Children's Services multi-agency locality teams	Establishment of teams bringing together Stirling Council Children & Families staff and staff from relevant partner agencies to be co-located within specific geographic areas. This aims to deliver a joined-up approach for the delivery of social work services to children, young people and their families.	0	0	178	106	69	353
T002	Increase number of schools with shared headships	Increase the number of so-called partner schools with shared or executive headships to reduce costs and encourage collaboration. Some establishments would become partner schools with a shared or executive headship and some nursery schools would become nursery classes within their local primary school.	39	0	89	213	0	341
T003	Enhanced support for independent living	Supporting Looked After and Accommodated Children leaving care to progress to independent living arrangements.	0	22	22	22	0	66
T004	Shared public sector property service	Development of a shared property service with other public sector bodies, to deliver a more efficient property, facilities and energy management service for Council non-housing property at reduced	0	0	0	60	60	120

		cost and through closer collaboration.						
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Income Generation Options

CODE	OPTION	DESCRIPTION	£000s					18/19-22/23
			18/19	19/20	20/21	21/22	22/23	
IG007	Recruitment of adoptive families	Increase the recruitment of adoptive families in the Stirling Council area to generate income through the receipt of inter-agency adoption fees. This would only apply once all cared for children from Stirling have suitable homes.	0	63	0	0	0	63
IG008	Recruitment of foster carers	Increase the recruitment of foster carers in the Stirling Council area to generate income through the receipt of inter-agency fees. This would only apply once all cared for children from Stirling have suitable homes.	0	47	0	0	0	47
IG009	Investment in private rented sector	Investment in the private rented sector property market in the Stirling area; developing a Council accommodation portfolio to generate additional income from rent.	0	0	50	5	5	60
IG011	Station Square office development	Develop the key strategic Station Square site in the centre of Stirling into high-quality and distinct office space, with potential retail or restaurant	0	0	0	47	11	58

		opportunities. The development may generate an additional income stream through a development model or a capital receipt.						
IG012	Re-use hub	Creation of a Re-use hub for waste goods, such as furniture and white goods, intended for landfill and deposited at Lower Polmaise Waste Management Centre or acquired via special uplifts. Items of potential market value would be upcycled and sold for re-use at a city centre outlet, reducing waste and landfill costs and generating income.	10	10	10	0	0	30
IG013	Advertising revenue generation from Council assets	Generation of advertising revenue from roundabouts, waste vehicles and other Stirling Council-owned and operated assets.	14	227	0	0	0	241
IG014	Lower Polmaise expansion project	Expansion of the existing depot facility at Lower Polmaise. The additional capacity would be developed to: a) facilitate the move of other Council operations to this site to deliver greater efficiency; b) create a new revenue stream from the use of space by public sector or commercial partners.	0	0	0	40	80	120

IG015	Solar canopies at The Peak and Castleview Park & Ride	Installation of solar canopies at The Peak and Castleview Park & Ride, to generate renewable energy for use by electric vehicles and sale to the National Grid. This will be linked to a feasibility study for commercialising the site.	0	76	18	14	31	139
IG016	Road barriers repair and inspection service	Delivering a highly-skilled and technically competent road barrier repair and inspection service to external organisations, including other local authorities, to generate income. Roads & Land staff possess expertise in which other local authorities have not invested, creating a niche market which can be commercialised.	20	0	0	0	0	20

Efficiency Options

CODE	OPTION	DESCRIPTION	£000s					18/19 - 22/23
			18/19	19/20	20/21	21/22	22/23	
E020	Reduce Adult Assessment & Partnerships business and finance Staff	Identify opportunities for increased efficiency and reduced staffing complement in the Business and Finance Unit within Adult Assessment & Partnerships. This will include stopping non-essential tasks and automating essential processes.	46	70	0	0	0	116

E021	Remove vacant Adult Assessment & Partnerships Quality Assurance post	Delete the vacant post of Quality Assurance Officer in Adult Assessment & Partnerships. This vacancy has not affected service delivery.	30	0	0	0	0	30
E022	Reduce numbers of Education Central Support staff	Reduce the numbers of Central Support staff in the Education Team.	100	0	0	0	0	100
E023	Reduce Children's Services Business Support staff	Centralise Children's Services Business Support and pursue opportunities for efficiency, automation, non-completion of non-essential tasks and increased customer self-service to reduce costs.	0	11	71	0	0	82
E024	Demand analysis for younger children entering care	Identify and implement earlier interventions to reduce the number of children accommodated by the Council, through better use of data and a review of current processes and governance.	0	60	0	0	0	60
E025	Reduce administrative staff numbers	Reduce administrative workforce through natural turnover.	0	50	50	50	50	200
E027	Reduce staff overtime	Reduce overtime payments made to staff. Plain time rate is payable to all hours worked by Stirling Council staff up to 40 hours per week. Overtime worked at the weekend is payable at time plus a half. This Option would	100	0	0	0	0	100

		apply greater scrutiny on the authorisation of overtime, ceasing all non-essential overtime and thereby reducing costs.						
E029	Council Tax income surplus	There is an anticipated Council Tax income surplus of around £0.2M in 2017/18. This revenue can be used to ease the immediate budgetary pressure.	200	0	0	0	0	200
E030	Review advice services	Review existing structure of provision of Advice Services across the Council and investigate opportunities for increased efficiency.	TBC	TBC	TBC	TBC	TBC	TBC
E031	Ensure best value operating model for Wallace Monument	The Wallace Monument is currently managed by Stirling District Tourism. A review of operational options is currently underway and will report in February.	TBC	TBC	50	TBC	TBC	50
E032	Review fleet	Reduce the number of Council vehicles, based on a full review of the fleet.	0	0	0	30	0	30
E033	In-house operating model for Wellgreen Multi-storey Car Park	Wellgreen Multi-storey Car Park is owned by Stirling Council, but currently operated under a management agreement by an external firm which manages all aspects of the car park on behalf of the council and in return	0	50	0	0	0	50

		receives a management fee and recovery of overheads. It could be more cost-effective for the Council to operate and manage the carpark in-house.						
E034	Active Stirling efficiencies	Agree strategies to drive income growth and tighten costs whilst seeking to deliver services to a wider community and demographic footprint.	30	100	100	100	100	430
E035	Review and renew user agreement with McLaren Community Leisure Centre	Review the existing user agreement between Stirling Council and McLaren Community Leisure Centre, ensuring that it is renewed to deliver reduced costs and/or increased revenue.0	0	50	0	0	0	50
E036	Reduce Business Improvement Team	Reduce the size of the remaining Business Improvement Team, in light of the creation of a Portfolio Management Office. This will not impact on service provision or affect fulfilment of business needs.	0	58	58	0	0	116
E064	Delay reinstatement of Loan Charges Budget	The current financial strategy contains a reduction to the Loans Charges Budget in 2017/18 of £1.5M, with that reduction then being built back in by a budget increase of £0.5M in each of the years 2018/19, 2019/20 and	500	0	0	(500)	0	0

		2020/21. Given the continued low interest rate regime, this timescale could be pushed back out by a year, or even not build that increase in at all for one of the years.						
E065	Rationalise funding for Central Scotland Joint Valuation Board	Rationalise Stirling Council funding for the Central Scotland Joint Valuation Board and alter the future terms of the Board's governance, including funding arrangements.	40	0	0	0	0	40

Fees and Charges Options

CODE	OPTION	DESCRIPTION	£000s					18/19-22/23
			18/19	19/20	20/21	21/22	22/23	
FC037	Increase car parking charges	Increase car parking charges for public on- and off-street car parking to increase income; implement charges in facilities which are currently free; and implement charges for staff car parking, which is currently free of charge for Stirling Council personnel next to several Council office buildings, to generate income.	26	47	0	0	0	73
FC038	Review Council concession policy	Cross-organisational review of concessions applied by the Council to fees and charges for its services, to ensure consistency	70	0	0	0	0	70

		in policy and implementation.						
FC067	Increase telecare charges	Increase charges - only for those who already pay for telecare - by £0.66 per week	47	0	0	0	0	47

Stop/Reduce Options

			£000s					
CODE	OPTION	DESCRIPTION	18/19	19/20	20/21	21/22	22/23	18/19 - 22/23
SR040	Reduce school meals menu choice	Reduce the menu options on offer to pupils from the current three-tray/multi-choice offering to a less varied and diverse menu in schools, to reduce costs.	25	30	0	0	0	55
SR044	Reduce Educational Psychology Service	As a smaller-scale alternative to establishing multi-agency locality teams (T001), Educational Psychologists would spend part of their week co-located with outreach teachers and support workers within a school in each locality. These locality-based approaches to service delivery across schools would result in efficiencies, mitigating against a reduction in the size of the Educational Psychology Service.	50	0	0	0	0	50
SR053	Revised partnership agreement with Sistema	Revised partnership agreement with Sistema Scotland from March 2018 for	0	50	75	100	0	225

	Scotland – Big Noise Raploch	delivery of the Big Noise programme in Raploch.						
SR054	Review Communities & People payments to third sector organisations	Review of all Communities & People payments to third sector organisations to identify opportunities for reductions in funding or recommissioning.	0	50	50	50	50	200
SR057	Reduce grounds maintenance	Stop the planting of bedding flowers and vegetables on an annual basis each summer. Existing beds would be removed or replanted with perennial plants to reduce costs and redeploy resources. Reduce the rate of herbicide applications to combat roadside weeds from twice a year to once a year from 2018. The existing contract expires in 2017, providing an opportunity for retendering. Also, stop annual treatments designed to reduce the spread of invasive weeds, to save money. Existing work is focussed on areas of need near settlements or near access points to the Rivers Forth and Teith.	36	0	0	0	0	36
SR058	Stop deep cleans of communities	Stop deep cleans of communities which are currently delivered on a	70	0	0	0	0	70

		recurring basis to maintain the cleanliness of areas of need to reduce costs.						
SR059	Restructure and redesign Safer, Connected Communities Service	Restructure and redesign of the Safer, Connected Communities Service, resulting in reduced staff numbers and service provision. This will necessitate the stopping and/or reduction of services, including enforcement, community engagement and other functions.	100	0	0	0	0	100
SR061	Reduce grass cutting	Reduce grass cutting to open spaces including parks, residential areas, burial grounds and general open spaces currently maintained by Stirling Council and reduce the frequency of grass cutting cycles from 15 to 10 per year. Only the perimeter of grass open space plots would be cut, leaving the remaining grass plot unmaintained.	65	35	0	0	0	100
SR063	Reduce funding to Smith Art Gallery & Museum	Reduce funding provided by Stirling Council to the Smith Art Gallery & Museum, which is a £242,000 annual subsidy at present.	0	0	0	142	100	242

	£000s					
	18/19	19/20	20/21	21/22	22/23	TOTAL
TOTAL	1618	1106	821	479	556	4580

Section 4: What Happens Next? PBB5 Communication and Community Engagement

Engaging with our communities is integral to PBB. We will be reaching out to our citizens, communities, stakeholders and staff to find out what you think of our plans.

The proposed Options contained in this report will be presented to Council staff, the public and interested parties in **January 2018**, as the next step in the PBB5 process, we will open various channels for online and face-to-face engagement opportunities.

During PBB4 we asked people how we could improve our engagement. They told us that our digital engagement was particularly convenient and should be utilised more – nearly two-thirds of PBB3 participants engaged with us via our online survey – and that our targeted outreach to local groups had made the process more inclusive.

However, people also told us that some public meetings were poorly advertised and inaccessible, while many participants found PBB documents and information to be very difficult to understand and appealed for them to be written and presented in “plain English”.

We listened to your criticisms and ideas and we have redesigned the Communication and Community Engagement programme for PBB5 as a result. This year, therefore, we are committed to engaging with you in a clear, timely and meaningful way via:

- Social media
- Our website
- An online survey
- Community Conversations across the Stirling Council area
- Targeted outreach to community stakeholders, including young people
- Staff briefings
- Stakeholder briefings for our partners, local businesses and third sector organisations

Further details of these and other engagement events and activities will be confirmed and publicised shortly, **giving you the chance to shape Stirling’s future.**

The feedback we gather from them will be analysed and presented to Senior Officers and Elected Members to inform their deliberations and directly shape Stirling Council’s decision-making. Options may be redesigned or rejected according to the feedback we receive.

In February 2018, the Council will meet to decide its 2018/19 budget and formally approve PBB5 Options. The work of implementing and delivering on each Option will then begin.

You can find out more about PBB5, and keep up to date with how can have your say, on social media, at our website or via email:

Facebook: <https://www.facebook.com/stirlingcouncil>

Twitter: @StirlingCouncil

Website: <http://my.stirling.gov.uk/services/council-and-government/shapingstirling>

Email: shapingstirlingsfuture@stirling.gov.uk

Appendix: Stirling Council Priorities (2017)

After the Scottish local government elections on 4 May 2017, the Scottish National Party and Scottish Labour reached a partnership agreement to run Stirling Council as a majority Administration.

The Council has agreed the following six priorities:

- 1. We will look after all of our citizens, from early years through to adulthood, by providing quality education and social care services, to allow our communities to lead their lives to their full potential.*
- 2. We will target all forms of poverty across our communities and mitigate the impact of austerity and welfare cuts on those hit the hardest.*
- 3. We will create more affordable and social housing in all of Stirling's Communities and lead by example as an organisation in setting exceptional standards in building practice, environmental practice, employer practice and tenant relations.*
- 4. We will deliver economic growth and promote prosperity delivering a City Region Deal and pursuing policies and solutions that encourage high quality, high paying jobs into all of Stirling's communities.*
- 5. We will develop and implement environment & infrastructure improvements & deliver new ownership and delivery methods around energy generation, public transport and internet access. We will ensure profits and services are delivered to community, not commercial priorities.*
- 6. We will commit and coordinate our resources to ensuring Stirling becomes a "must visit" destination with heritage, culture, environment and economic strategies working hand in hand to encourage tourists to stay for prolonged overnight stays.*

For more information on Elected Members and the Administration, visit our website:

<http://my.stirling.gov.uk/services/council-and-government/politicians-elections-and-democracy>