

PBB5 COMMUNICATION and ENGAGEMENT FEEDBACK

FACILITATORS: Alastair Brown, Director Localities & Infrastructure; Alan Milliken, Senior Manager Communities & People; Michael Grassom Manager Social Services;

DATE: 22nd January 2018

TIME: 7.00 pm – 8.30 pm

LOCATION: Balforn High School

ATTENDEES: Stewart Carruth, Chief Executive; Jim Boyle, Chief Governance Officer; Lynne McKinley, Team Leader Community Engagement, Ian Denvir, Community Link Officer, Pam Campbell, Senior Community Link Officer

NUMBER OF ATTENDEES: 12 members of the public, including representatives from Buchlyvie Community Council; Croftamie Community Council; Fintry Community Council; Killearn Community Council; Strathard Community Council; Strathblane Community Council and Contact the Elderly

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FEEDBACK ON PBB OPTIONS
See attached sheets

OTHER FEEDBACK
INSERT TOPIC HEADING

Q: What do you want to achieve through this process?
 A: Explore together proposed options, and provide opportunity for communities to give feedback, including are the options feasible.
 Q: This isn't priority based budget, PBB should start with a clean sheet, and you begin to build up, it is the same every year?
 A: The process you explain is more aligned to a zero based budget, we are in year 5 of pbb and this process allows us to determine can we meet our budget.
 Q: Considering you've done this 4 years previous you're not consulting as you are not giving the communities' times to read, digest and consult with wider community. It is rather cynical, do wonder if voice of community is really listened to, you're just putting on a spectacle. Does it not worry you there's hardly anyone here?
 A: We are keen to listen to the voice of the community, the Elected Members will receive report of all sessions and survey results.
 Q: Does anyone over a period of time analysis impact of options? It would be worth reviewing the last 3-4 years and bringing in services in-house.
 A: Generally we seek specialist skills via consultants.
 Q: Concern over the use of consultants. You need to look at the total spent from the last 2-3 years.
 Q: Why don't you sell your specialism to other organisations?
 A: We have proposed this within some of the options including IG0016 Road barriers repair and inspection service.
 Q: The figures you provide appear to equate to a £1.33 million shortfall?
 A: Savings identified equate to £1.6 million, if all options are approved, including council tax assumption of a 3% increase, however reiterate this is a council decision.
 Q: You have asked us to provide feedback to you by 5th February, however as a community council we are not due to meet within this timescale, and we only received the information last week.
 A: We can offer assistance to community councils.
 Q: Will Stirling Council keep all the additional money raised through the 3% increased Council Tax?
 A: Yes the majority of money is kept by Stirling Council.
 Q: Why is the budget short fall different figure on the presentation from the documentation on the tables?
 A: The figure on the documentation on the tables are the most up to date, the presentation was produced prior to the documentation on the tables.
 Q: How and when will the budget reduction come into effect?
 A: The recommendations and options will go to a full council meeting on the 22/02/18, if approved will be implemented in a phased and staggered way.
 Q: Why are Communities not consulted in the early stages of planning the Road Maintenance programme?
 A: This is an issue that needs to be addressed in partnership with Stirling Council and the Communities.

Transformation Options

<i>Reference</i>	<i>Title</i>	<i>Descriptions</i>	<i>Comments/Suggestions</i>
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. This would save £353k over a three year period from 20/21	Improving Outcomes for Young People and GIRFEC have been the focus for Children Services. More partnership working and intensive support to young people and families have reduced costs. Q: How will Co-location of Stirling Council Children and Families staff and partner agencies reduce spending? A: More partnership working with a place-based approach will place services in the heart of communities, with more early intervention and use of Foster Carer's. Plans to increase the number of Foster Carer's and increase early interventions with intensive support over a 6/9 month period. Q: With Health and Social Care Integration are there plans to work with neighbouring authorities? A: Currently the Health and Social Care Authority known as the Integrated Joint Board encapsulate Clackmannan Council Area.
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. This would save £341k over a 4 year period from 18/19.	Q: What impact will shared headships have on recruitment for schools? A: The role of the headship will be more of an executive one working between two schools with an overview, in the past some school heads have worked in isolation being quite insular but this would provide an opportunity to work together. This will provide an opportunity to share and target resources
T003	Enhanced support for independent living	Supporting Looked After and Accommodated Children leaving care to progress from more expensive placements to less costly independent living arrangements. This would save £66k over a 3 year period from 19/20.	

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 cost and through closer collaboration. This would save £120k over a two year period from 21/22.	<p>Q: Can you clarify what you mean by council facilities, and confirm there will be no closures?</p> <p>A: There will be no closures, we mean our offices/buildings which could be utilised by other public sectors as shared premises co-locating.</p> <p>Q: Have you identified the properties, as you have identified the figures?</p> <p>We are finding it difficult to comment when we don't know what we're commenting on?</p> <p>A: It is an indicative figure, estimate based on the principles.</p> <p>C: If we comment yes as long as there is no negative impact on services.</p> <p>Q: Would the Council consider selling land owned by them to generate income?</p> <p>A: Yes this proposal is being considered by Stirling Council as a means of generating income</p>
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Income Generation Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would generate income of £63k in the year 19/20.	<p>Q: Can we talk about fostering and adoption.</p> <p>A: Fostering and adoption service is highly regarded, we are well served by foster carers in the Stirling area. We will be able to attract and support foster carers through the process. If we don't require carers for Stirling children, we could use individuals to assist children from other area. We are exploring how we could develop and generate income.</p>
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. This would generate income of £47k in the year 19/20.	
IG009	Investment in private rented sector	Investment in the private rented sector property market in the Stirling area; developing a Council accommodation	This option is to build a portfolio of properties to enable income generation and enable us to commercialise. Housing will remain in a separate account, the housing revenue account.

		<p>portfolio to generate additional income from rent. This would generate income of £60k over a three year period from 20/21.</p>	<p>Q: We would need to know the initial investment required to make an informed opinion? A: We are talking about a principle. Q Do you have the capacity and skills within the Council? A: We manage property currently. Q: Is it the Scottish Government initiative to build social housing? A: This is different to that, we will continue to build social housing, however we will also explore private rental market. Q: Would people on Stirling Council Housing Waiting List be offered a house in the private rented sector? A: No this would not be a proposal. Q: Why provide housing for the private rented sector and would Stirling Council purchase buildings that were in need of repairs and upgrade? A: As well as providing additional rented housing this would generate income for Stirling Council.</p>
IG0011	Station Square office development	<p>Develop the key strategic Station Square site in the centre of Stirling into high-quality and distinct office space, with potential retail or restaurant opportunities. The development may generate an additional income stream through a development model or a capital receipt. This would generate income of £58k over a two year period from 21/22.</p>	<p>This option will allow us to utilise land for commercial opportunity. Q: Do you have the capacity to do this, and do you have the in-house skills? A: We could use specialist skills if we don't have the capacity in-house, and these costs are factored in.</p>
IG0012	Re-use hub	<p>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. This would</p>	

		generate income of £30k over a three year period from 18/19.	
IG0013	Advertising revenue generation from Council assets	Generation of advertising revenue from roundabouts, waste vehicles and other Stirling Council-owned and operated assets. This would generate income of £241k over a two year period from 18/19.	
IG0014	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. This would generate income of £120k over a two year period from 21/22.	Q: Why are Waste Options not on this round of PBB? The use of Grey and Blue bins should be in future plan. A: This was not included in any options but this point will be noted
IG0015	Solar canopies at The Peak and Castlevie Park & Ride	Installation of solar canopies at The Peak and Castlevie 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. This would generate income of £139k over a four year period from 19/20.	Q: Why not put on all council buildings? A: We need to explore the lifespan of the building. The cost of units have reduced and we have had positive results following installation on local authority housing. Q: Why have we not invested in more Solar Farms? A: Currently Solar Panels require a high level of initial investment due to the cost of the panels being very high but are due to reduce in 2019.
IG0016	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. This would generate income of £20k in 18/19.	

Efficiency Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £116k over a two year period from 18/19.	
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. This would save £30k in the year 18/19.	
E022	Reduce numbers of Education Central Support staff	Reduce the numbers of Central Support staff in the Education Team. This would save £100k in year 18/19.	
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. This would save £82k over a two year period from 19/20.	
E024	Demand analysis for younger children entering care	Identify and implement earlier interventions to reduce the number of children accommodated by local foster carers through better use of data and a review of current processes and governance. This would save £60k in the year 19/20.	

E025	Reduce administrative staff numbers	Reduce administrative workforce through natural turnover. This would save £200k over a four year period from 19/20.	<p>Q: If you remove support from the centre, have you analysed the impact?</p> <p>A: This has been influenced by the way we are progressing nationally, we are part of a regional partnership with Clackmannan, Falkirk and West Lothian.</p> <p>Q: When talking about posts, what do you mean? Would have concerns impact on smaller schools.</p> <p>A: Unable to advise what posts.</p>
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 apply greater scrutiny on the authorisation of overtime, ceasing all non-essential overtime and thereby reducing costs. This would save £100k in one year - 18/19.	
E029	Council Tax income surplus	There is an anticipated Council Tax income surplus of around £200k in 2017/18. This revenue can be used to ease the immediate budgetary pressure.	<p>Q: Does Stirling Council keep all the 3% increase or does a % go back to the Scottish Government?</p> <p>A: £1.5 million will be generated via the 3% additional increase in Council Tax.</p>
E030	Review advice services	Review existing structure of provision of Advice Services across the Council and investigate opportunities for increased efficiency.	
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. This would save £50k in one year - 20/21.	<p>Q: Does Stirling Council own the Wallace Monument and are there any plans to close it?</p> <p>A: Yes Stirling Council owns the Monument and has no plans to sell it.</p>
E032	Review fleet	Reduce the number of Council vehicles, based on a full review of the fleet. This would save £30k in one year - 21/22.	
E033	In-house operating model for Wellgreen	Wellgreen Multi-storey Car Park is owned by Stirling Council, but currently operated	

	Multi-storey Car Park	under a management agreement by an external firm which manages all aspects of the car park on behalf of the council and in return 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. This would save £50k in one year - 19/20.	
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. This would save £430k over a 5 year period from 18/19.	
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. This would save £50k in one year - 19/20.	
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. This would save £116k over two years from 19/20.	
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 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	Reduce funding for Central Scotland Joint Valuation Board	Reduce Stirling Council funding for the Central Scotland Joint Valuation Board and alter the future terms of the Board's governance, including funding arrangements. This would save £40k in one year - 18/19.	

Fees and Charges Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would generate income of £73k over a two year period from 18/19.	<p>Q: When was the last increase on car parking fees?</p> <p>A: Unsure, we've recently taken over responsibility for enforcement of car parking.</p> <p>Q: Putting the charges up for staff, is this setting a good example?</p> <p>A: If you work in the city centre, you would expect to pay for parking.</p> <p>Q: Why should council staff pay, this doesn't equate, as not all public sectors workers' pay?</p> <p>A: We encourage car sharing, and other areas charge for car parking.</p> <p>Q: What do you mean by concessions?</p> <p>Q: We have a range of concessions in operation, some examples include different charges for special uplifts; garden aid scheme.</p> <p>C: Suggestion for Stirling Council to invest in a Policy for Rural Car Parks to enable visitors to park safely and boost the rural economy?</p> <p>A: Suggestion was positively received and would require creative solutions</p>
FC038	Review Council concession policy	Cross-organisational review of concessions applied by the Council to fees and charges for its services, to ensure consistency in policy and implementation. This would generate income of £70k in one year - 18/19.	

FC067	Increase telecare charges	Increase charges - only for those who already pay for telecare - by £0.66 per week. This would generate income of £47k in one year - 18/19.	<p>Q: What is the current charge for telecare, and what is the % increase?</p> <p>A: It depends how you present, our charges are lower than other local authorities.</p> <p>Q: Could you not promote and increase usage to get more income rather than increase charge? You require to cover the costs at present, and our communities are aging.</p> <p>A: Providing it is an appropriate charge, we need to increase cost to balance the books. It is a vital service and if we use it properly, we could extend the service.</p> <p>Q: Are we still using the notifiable local person?</p> <p>A: It is down to the individual, we utilise network of carers.</p> <p>Q: Explore long term, you require to monitor technology used and response.</p> <p>A: Telecare is part of enabling people to live safely, and longer in their own homes you can become disconnected from your community whilst in hospital. We aim to strengthen connections. An example of this is through the Neighbourhood model, which is building upon strengths enabling individuals to live well in their own homes.</p>
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Stop/Reduce Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £55k over a two year period from 18/19.	<p>Q: Why?</p> <p>A: Pupils will continue to be offered a choice, however by reducing the number of choices we will reduce costs.</p> <p>Q: Has anyone explored options for local businesses to tender?</p> <p>A: Not at present, we have in-house catering services.</p> <p>Q: What is the current take up of school meals, and what are the different percentage in different schools?</p> <p>A: The take up is different between primary & secondary; and different at each school as depends upon what other options are open to the pupils.</p> <p>Q: Has there been an impact assessment conducted on low income schools?</p> <p>A: We do not have these figures.</p> <p>Q: Have you consulted with the schools?</p> <p>A: Some school with find it more palatable.</p> <p>C: Happy with that as long as it doesn't impact on school meal take up.</p> <p>Q: Will it impact on take up of free school meals?</p> <p>A: Schools recognise there is poor up-take of free school meals, and our schools are working in partnership with parents and partners to increase up-take.</p>

<p>SR044</p>	<p>Reduce Educational Psychology Service</p>	<p>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. This would save £50k in one year - 18/19.</p>	<p>C: Some of the options appears to be trivial, what's happened previously? A: Previous rounds had contained both social services and education options, however counterproductive to reduce further. There are no new options for social care other than the telecare option. We adhere to Scottish government guidance for teacher numbers, and have limited options available. Q: What about additional support including changes to music and sport? A: There have been reduction in additional support needs. We can't reduce teacher numbers, and special education provisions have been cut. Q: There are problems with these options, you create problems for social care by reducing provisions? A: We take on board the comments, and recognise our most deprived communities need the support more, however we have to take cognisance of teacher numbers. Q: Is there no specialist support within schools? You are reducing number of educational psychologists, it is my understanding we have pressure of needs of young people who require mental health provision. A: We require to give consideration to the needs of our young people, this option will enable specialism to be based in the schools supporting place based approach. Q: concerned the resources will be strained, and the decision making will be local rather than central? A: We will be basing the team in localities, enabling greater understanding of need, ensuring provision is directed to those who need it. Q: Would not wish it to put more pressure on head teachers. A: This option affords opportunity to maximise impact. Q: Concerned it is a resource issue? A: This will secure more for less, and providing greater connection. Q: Will it be based in the school? A: The provision will be based within the schools. Q: The school may not always be the best to have meetings/access services? A: If the provision is embedded and part of the school, this supports building relationship, capacity and improving outcomes. Q: Your assumption indicates school is the best place for child, however for some young people school is not always best? A: We use a varied approach, examples include working in partnership with local college to enable young people to access apprenticeships. It is about knowing the</p>
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			<p>young people well, supporting shaping and influencing the right things for young people. This will enable children services to connect with agencies, utilising the place based approach and meeting the outcomes for our vulnerable children. We've invested significantly to support children within the Stirling area, it will bring significant savings. Working collectively together, supporting schools to be the centre of our community.</p> <p>Q: It is in the stop/reduce, however it would appear to be a transformational option.</p> <p>A: It is about reduction in number, but provides opportunity to build a dynamic team.</p>
SR053	Revised partnership agreement with Sistema Scotland – Big Noise Raploch	Revised partnership agreement with Sistema Scotland from March 2018 for delivery of the Big Noise programme in Raploch. This would save £225k over a three year period from 19/20.	
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. This would save £200k over a four year period from 19/20.	<p>C: Concern was expressed for organisations like the Citizens Advise Bureau. Re-assurance given that Stirling Council working with third sector partnership agencies would continue.</p> <p>Q: What impact will reducing the funding to the partner agencies? i.e. Citizens Advice</p> <p>A: The thinking behind this proposal is to strengthen and improve outcomes for Communities, where in the past we have provided funding to many third sector organisations.</p>
SR057	Reduce grounds maintenance	<p>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.</p> <p>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.</p>	<p>Q: Are you planning in privatising or extending opportunities for communities?</p> <p>A: Current Council priority encourages community ownership, and we have good examples of partnership with communities managing areas of public realm.</p> <p>C: Could you not work closer in partnership with the RSFT, as they have funding to target invasive plants.</p> <p>Q: Has this to be maintained?</p> <p>Q: There is an endemic problem within Endrick. Who is responsible?</p> <p>A: Stirling Council has a responsibility for the land we own and manage, however responsibility lies with the landowner/manager. We will explore opportunities for closer partnership working with the fisheries.</p> <p>A: Is it enforced?</p> <p>C: Recognise the difficulties for the landowners due to flood plains.</p>

		Existing work is focussed on areas of need near settlements or near access points to the Rivers Forth and Teith. This would save £36k in one year - 18/19.	<p>A: I am not familiar with legislation.</p> <p>C: Table 2 expressed strong views this would affect economic development in the villages and weaken Tourism in the area.</p> <p>C: There are examples of communities working with Stirling Council to improve public realm, including incredible edibles Balfroon, which is community driver, growing vegetables & herbs in range of public realms within the community sharing learning.</p> <p>Q: What will be the implications of reducing grass cutting, can this be removed from the options? Why do Stirling Council not collect the grass after cutting? This creates problems for the drains and makes the villages look untidy.</p> <p>A: We are keen to listen to the views of the communities on this topic and work with the community's in exploring options and solutions to this important aspect of the landscape. Suggestion- using Criminal Justice Services?</p>
SR058	Stop deep cleans of communities	Stop deep cleans of communities which are currently delivered on a recurring basis to maintain the cleanliness of areas of need to reduce costs. This would save £70k in one year - 18/19.	<p>C: We would be concerned about this, as we get very little service in our community, and we wouldn't accept the loss of deep clean, as it is important to us.</p>
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. This would save £100k in one year - 18/19.	
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	<p>C: The current service provided by Stirling Council does not collect grass cuttings that creates further problems by the grass cuttings blocking up drains and culverts.</p> <p>Q: The current service provided by Stirling Council does not collect grass cuttings that creates further problems by the grass cuttings blocking up drains and culverts.</p> <p>A: Possible solutions could be more partnership working with local community groups to look at different ways of working.</p> <p>Q: What will be the implications of reducing grass cutting, can this be removed from the options? Why do Stirling Council not collect the grass after cutting? This creates problems for the drains and makes the villages look untidy.</p>

		<p>unmaintained. This would save £100k over a two year period from 18/19.</p>	<p>A: We are keen to listen to the views of the communities on this topic and work with the communities in exploring options and solutions to this important aspect of the landscape.</p> <p>C: Could you not work in partnership with criminal justice service and local community groups to look at alternative ways of working.</p>
SR063	Reduce funding to Smith Art Gallery & Museum	<p>Reduce funding provided by Stirling Council to the Smith Art Gallery & Museum, which is a £242,000 annual subsidy at present. This would save £242k over a two year period from 21/22.</p>	<p>Q: This is part of Stirling's Heritage, how would this funding cut impact?</p> <p>A: Stirling Council will continue to work in partnership with the Smith Art Gallery & Museum and values the great work of the Museum.</p> <p>.</p>

PBB5 COMMUNICATION and ENGAGEMENT FEEDBACK

FACILITATORS: Isobel McKnight, Strategic Commissioning & Customer Development Officer; Angela Sneddon, Service Manager Vulnerable Children; Iain Strachan, Chief Governance Officer; John MacMillan, Service Manager

DATE: 24th January 2018

TIME: 6.30 pm – 8.00 pm

LOCATION: Bannockburn High School

ATTENDEES: Alastair Brown, Director Localities & Infrastructure; Councillors Farmer; Flannagan and Kane; George Murphy, Team Leader; Wilma Comrie, Community Link Officer; Sharon McGrouther, Community Link Officer; Pam Campbell, Senior Community Link Officer

NUMBER OF ATTENDEES: 15 members of the public, including representatives from Bannockburn Community Council; Borestone Community Council; Cultenhove Opportunities Partnership and Central Scotland Regional Equality Council.

FEEDBACK ON PBB OPTIONS

See attached sheets

OTHER FEEDBACK

INSERT TOPIC HEADING

Ian Strachan in his introduction informed the group that Stirling Council is in a better position than other authorities. There has been difficult choices over the years – the public have been helpful - £30m less than four years ago. There are 42 options to discuss - Transformation, Income Generation, Efficiency, Fees & Charges, Stop/Reduce.

- Q Reducing staff – same stress and pressure – need to bring people in, what’s best service, staff leave because of stress. How do you choose what gets cut, as all important – vulnerable are cut first, cater for majority and not minority. Social care budget to meet individual’s needs but all boils down to money. People are put into alternatives causing behavioural problems, services squeezed – cater for majority and not for the minority.
 Social Care budget worrying meeting individual needs but boils down to money
- A In terms of reducing staff it’s about changing how we work, use of technology. Don’t want greater burden on staff re. health and wellbeing. The easier options have already been taken, need to transfer to collaborative working, making sure taking staff with us – opportunity to develop.
 How to choose – ultimately down to elected members, taking advice into account
- Q Problem with schools cutting back on meal selection as people are on the breadline and can be the children’s only meal of the day
- A Elected members would not detract from nutritional value.
- Q Social Care budgets – challenge/about personal choice
- A Issues raised are extremely valid – huge task as social care is labour intensive
- Q Should increase vehicle numbers returning from hospital to home/needs to be altered/lack of understanding by politicians/need to rely on neighbours/transferred from NHS to local authority/also increase in charges
- Q 2018 interim report section 4 (page 21) recorded people’s comments on poorly advertised public meetings; poor promotion and lack of signage, however this meeting was poorly promoted; poorly advertised and we were only given days’ notice of event and community groups were not notified.
- A We will feedback your comments. Community link officers and other colleagues including education, contacted known organisations and sought their assistance to promote within the different community networks. Signage was displayed and janitor positioned at entrance directing people to the meeting.
- Q £34.5m approved - how much was actually accrued within that overall figure?
- A Savings were achieved year on year.
- Q Saving made on bins but the bins were not empty so more paid out on overtime?
- A There are options in place for overtime but not bins. There may be more options in the future.

Q	PPI for schools. Suggest to who owns the school to extend the lease on a lower rate. Has this been asked of the schools? What does it cost Stirling Council?
A	£14m being paid for PPI Schools. Scottish Government part fund the PPI: £1.6m for Balfron High School and £4.4 for the other schools. This will be discussed further at the tables.
Q	On Page 6 of the document it mentions shortfall of £1.086m - £1.486m a 3% council tax increase. What is the actual shortfall without the 3% increase?
A	3% equates to £1.5M

Transformation Options

<i>Reference</i>	<i>Title</i>	<i>Descriptions</i>	<i>Comments/Suggestions</i>
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. This would save £353k over a three year period from 20/21	<p>Q What teams are you talking about?</p> <p>A We are moving to a place based approach which would encompass range of teams.</p> <p>Q If you move people frequently they won't develop relationships?</p> <p>A We would be moving to place based approach where people will be co-located within the community, therefore providing opportunities to develop relationships and supporting the delivery of the right service, at the right time.</p> <p>Q I believe it is a good option, however will some of the services be cut?</p> <p>A There are no plans to cut services.</p> <p>Q Is this not already done?</p> <p>A Yes – target areas better. The right resources were brought to the four locality areas.</p> <p>Q Most were needing centralised, may be difficult or not to try to get these services?</p> <p>A Yes, will have different priorities in the different localities which can be resourced.</p> <p>Q Targeting Areas.</p> <p>Q The Care Village building will this be more centralised building for that area?</p> <p>A People not ready to go home and not in hospital, so the Care Village will help.</p> <p>Q Problem for GP practices!!</p> <p>A 3 practices were under direct rule. GPs will be in the Care Village as a hub and IJB services to be achieved for areas.</p> <p>Ian explained the option – no comments received</p>

<i>Reference</i>	<i>Title</i>	<i>Descriptions</i>	<i>Comments/Suggestions</i>
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. This would save £341k over a 4 year period from 18/19.	<p>Q Is this working?</p> <p>A We have examples of where this is working currently, including shared head with Doune Primary School and Doune Nursery.</p> <p>Q Can interpret primary working with nursery, however given the size of catchment and pupil numbers for secondary, question whether this would work. Are there any examples of high schools close to primary schools?</p> <p>A Balfron campus includes the secondary school and primary school which has nursery class.</p> <p>C As a parent I observed the shared head worked well within Castleview & Raploch.</p> <p>Q Will this include Hillview Family Centre & Borestone Nursery?</p> <p>A We do not have the finer details.</p> <p>C You would need to consider the impact both geographically and scale, as well as taking cognisance of the role of the head teachers. We would wish to see robust impact assessment. We do not foresee this being an option for larger schools.</p> <p>Q Shared Heads for Schools, how does this work?</p> <p>A Some areas schools located together eg high school, primary school and nurseries could be located in the same complex.</p> <p>Q Have any schools been consulted</p> <p>A This may take place in a targeted area</p> <p>Q Teachers have said they are unprepared for pupils with extra needs</p> <p>A The way delivered is changing – risk managing</p>
T003	Enhanced support for independent living	Supporting Looked After and Accommodated Children leaving care to progress from more expensive placements to less costly independent living arrangements. This would save £66k over a 3 year period from 19/20.	<p>C There are a lot of people with experience, why don't you offer opportunity for shared accommodation and support?</p> <p>A Placements are for 16 – 25 year olds, and they require continual support.</p> <p>C This needs to be done, young people require support; mentoring to support independent living and reducing crisis's.</p> <p>Q What are you asking?</p> <p>A We have young people placed outwith the local authority. We are currently not getting good value for money; services that don't meet the desired outcomes nor is there preventative work being carried out. We wish to explore preventative support, including prevention of homelessness. We wish to</p>

Reference	Title	Descriptions	Comments/Suggestions
			<p>explore how we can support young people to reside in Stirling and continue to be connected to their community. Currently we are exploring preventative support required, and reviewing why placements breakdown.</p> <p>Q Why are we not doing this at the moment? A We require to invest in resources.</p> <p>Q Will there be a structure in place? A We're recruiting for supported lodging, and supported carers. Support will be offered post 16 years of age.</p> <p>Q What age groups? A Young people aged 16-21 years old.</p> <p>Q Surely there is a need for buildings? A Various options available eg not building house for them but provide other beneficial things eg giving life skills, help them live independently and integrate into the community.</p> <p>Q Will this be a purposed built location? A No, not good grouping them together they need to learn to live in society.</p> <p>Q How is this a saving? A A phased approach will be used (tenancies really expensive)</p> <p>Q Universal Credit changes are causing problems with paying rents A There are various models e.g. Fife Council</p>
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 cost and through closer collaboration. This would save £120k over a two year period from 21/22.	<p>Q Does it include janitorial services within schools? A We'd look at extending services across other public sectors.</p> <p>Q Will you get efficiencies by contracting council services out? A We are not exploring this at present – no out-sourcing</p> <p>C feeling is that consultants cost more C Member of group informed that her employers have had secondees from DWP (who pay the wages) and this has been very helpful and cost effective. The secondees gain much needed experience</p> <p>A Can share office space + seconded staff</p>

Income Generation Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would generate income of £63k in the year 19/20.	No comments received
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. This would generate income of £47k in the year 19/20.	C Member of group stated that this is a complex area – need to ensure that individual needs are met as some people need extra support
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. This would generate income of £60k over a three year period from 20/21.	C: Concerns the large house divided into flats (The Path) is not working and is constantly requiring work to be carried out. C: Group felt this is positive - combined offer to bring people to the area + housing + office space
IG0011	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 opportunities. The development may generate an additional income stream through a development model or a capital receipt. This would generate income of £58k over a two year period from 21/22.	Q You are proposing developing additional retail and restaurant opportunities. How many of the units have you let opposite the station? A We have 3 out of 4 currently signed heads of term. Q Are you looking to develop and raise funds after built? We would have concerns as there are currently empty buildings around Stirling, including a range of vacant shops. Could you not make older units more desirable, explore options to offer reduced rates, creating more attractive streets and supporting increased footfall rather than creating empty street. C This is a ridiculous and ludicrous idea. We should enhance and make property more desirable, where are the historic rooms; the innovative wine bars or boutiques.

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
			Q Owners can't afford reinvestment/regeneration of properties. Could the council not offer grants or concessions to redevelop including reduced rates?
IG0012	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. This would generate income of £30k over a three year period from 18/19.	Q There is a market for this?
IG0013	Advertising revenue generation from Council assets	Generation of advertising revenue from roundabouts, waste vehicles and other Stirling Council-owned and operated assets. This would generate income of £241k over a two year period from 18/19.	C All agree great idea
IG0014	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. This would generate income of £120k over a two year period from 21/22.	C Not sure it is a very attractive area although the office space is good
IG0015	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	Q Can you put solar panels on community centres, including Hillview? A We have installed panels on some housing and will explore extending to other council buildings. Q Surely solar panel is future and would take 20 years to recoup the benefit? A Not sure of the period.

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
		commercialising the site. This would generate income of £139k over a four year period from 19/20.	Q Should be put on all council houses.
IG0016	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. This would generate income of £20k in 18/19.	C Good opportunity – agreed by all

Efficiency Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £116k over a two year period from 18/19.	<p>Q Is this the team that deals with finance and social care packages, as would be concerned this will impact on individual's ability to manage care packages. Why do Stirling Council not manage self-directed payment, this could be an option for income generation.</p> <p>C Could you not extend your training for carers to other local authorities</p> <p>C Concern this would be beginning of services being tendered out.</p> <p>C Needs right people to assess needs</p> <p>C People/workers not specialised or trained to understand the complex needs and carry out right assessment</p> <p>A Should only use appropriate staff – Isobel to report to SC</p>
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. This would save £30k in the year 18/19.	<p>C Concerned this post is being deleted without knowing impact, how long has this been vacant?</p> <p>Q Will this not impact on ensuring quality services, and how will you monitor impact?</p> <p>A We are unable to advise how long the post has been vacant, however an impact assessment will be carried out. The task of quality assurance will be carried out by</p>

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
			<p>other staff, who will monitor impact and ensure quality service. An impact assessment is conducted for any post identified excess to requirement.</p> <p>Q What is Adult Assessment? A Adult Care – Learning Disability, Mental Health, Physical Disability and Elderly</p> <p>Q What is Vacancy management? A Vacancy jobs were not being filled.</p> <p>Q This has an impact on the community if jobs are not being filled, they are not spending in the area. A Frontline staff would not be affected. No compulsory redundancies. Activities for young people, apprenticeships were available. Also jobs recruited at different grades</p> <p>C Need for specialised staff training A Aim to get the right people – depends on geographical area - redesigning</p>
E022	Reduce numbers of Education Central Support staff	Reduce the numbers of Central Support staff in the Education Team. This would save £100k in year 18/19.	
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. This would save £82k over a two year period from 19/20.	C Concern whether impact assessment has been carried out.
E024	Demand analysis for younger children entering care	Identify and implement earlier interventions to reduce the number of children accommodated by local foster carers through better use of data and a review of current processes and governance. This would save £60k in the year 19/20.	<p>Q How many young people are in care? Stirling Council will deal with this if they go into care.</p> <p>A Average there is 86 on home supervision, 52 in foster care and 20 out of the authority care, all are young people. Continuing care is the agenda. Stirling Council need to ensure we meet this care and look after young adults from 14 to 26 years age as a duty of care. Stirling Council doing well.</p>

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
E025	Reduce administrative staff numbers	Reduce administrative workforce through natural turnover. This would save £200k over a four year period from 19/20.	<p>Q What does non-essential task mean?</p> <p>A Adult care protection. Additional support to be put in e.g. a family budget discretionary issues chosen to deal with. Referred onto Third Sector organisation, digital directory being produced.</p> <p>Q Difficult to know what this means “non-essential task” examples would be helpful to understand the meaning!</p> <p>A Noted.</p>
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 apply greater scrutiny on the authorisation of overtime, ceasing all non-essential overtime and thereby reducing costs. This would save £100k in one year - 18/19.	<p>Q Concerned if the time is needed to do the job, for example collection of bins, there is need for overtime, therefore overtime should be paid.</p> <p>A We would wish to get the bins collected properly and not require to backfill. Therefore no need to pay overtime.</p> <p>C Would be concerned people are working extra hours and not getting payment.</p> <p>C Agree this good idea</p>
E029	Council Tax income surplus	There is an anticipated Council Tax income surplus of around £200k in 2017/18. This revenue can be used to ease the immediate budgetary pressure.	<p>Q Does the Wallace Monument make money?</p> <p>A Yes it does, lots of tourists visit the site. There is also the liability and repairs of the building</p>
E030	Review advice services	Review existing structure of provision of Advice Services across the Council and investigate opportunities for increased efficiency.	<p>C Group member felt that there were too many clients to the number of workers</p> <p>C Issues around Children’s services to Adult services – pressures around social care</p>
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. This would save £50k in one year - 20/21.	No comments received
E032	Review fleet	Reduce the number of Council vehicles, based on a full review of the fleet. This would save £30k in one year - 21/22.	<p>Q Why are you not doing this just now?</p> <p>A We are exploring option currently, including assessing need.</p> <p>Q What about fleet?</p>

Reference	Title	Description	Comments/Suggestions
			<p>A Mostly cars would be reviewed with a look at some vans and lorries.</p> <p>C Statement that buses not running as should – finish too early although appreciate cheaper than train</p> <p>A We work with the bus companies – working on revised transport strategy</p> <p>Q Why services out in the middle of nowhere?</p> <p>A Council wants to be more accessible – not set up to do 24/7 but have longer term goal</p>
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 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. This would save £50k in one year - 19/20.	<p>Q Concerned about “could”, have you worked out figures?</p> <p>A We are currently developing option.</p> <p>Q Better review as it is the dearest car park in Stirling £2.50 for 30 mins!!</p> <p>Q What are the aims for the contract – find it accommodating</p> <p>A looking at management – either at less cost or bring back in-house – NCP don’t want to run it, not cost effective</p> <p>C This PBB5 guide issued less than two weeks ago – huge amount of info. to digest – totally unacceptable timescale – should have been done months ago – nothing is going to change – what is the point in asking community as no time to gather thoughts</p>
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. This would save £430k over a 5 year period from 18/19.	<p>Q The Peak – as one of these places, cannot affect these services for children, should not be affected!!</p> <p>A They can look at rotas, staffing, business programmes etc to prevent the Peak being affected.</p> <p>Q This will probably mean this will increase charges which have an impact on family, users and members, especially those who cannot afford to make it. Only beneficial to those who can afford.</p> <p>A Discussion on all young people getting access possibly free, these discussions are at the early stages.</p> <p>C Mixed feelings situated out of way as no bus service at night</p> <p>A Good access for schools</p> <p>Q Link in with Active Stirling – when used, target groups, put on minibus service – areas with pockets of poverty cannot access location – part of the issue is the need to break down barriers</p> <p>A The savings would be over a 5 year period</p>

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
			C Not suitable for retired people – swimming lanes divided
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. This would save £50k in one year - 19/20.	<p>Q Bodies running themselves were more about making money! When Stirling Council was involved this was more available for the less fortunate.</p> <p>A Negotiations with Stirling Council were making sure availability and additional information was provided. Also ensuring that the background information and negotiations were on going.</p>
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. This would save £116k over two years from 19/20.	<p>Q It is reported that Stirling Council is going to build a new office at Forthside for staff. Stirling Council want to reduce the cost but demolished Viewforth and scattered staff.</p> <p>A Stirling Council needs to be more efficient for daily outcomes, staff in one place, be more efficient, culturally better, all staff together no wasted time in travelling, more people can work locally, at home, share with third sector agencies.</p> <p>Q Scaffolding at Wolfcraig – how much is the cost of the new windows?</p> <p>A Do not know.</p> <p>Q What is happening with the City Deal?</p> <p>A negotiations are still ongoing and still waiting for a decision. Hopefully early this year for the announcement. Benefits would be identified projects, give more benefit for communities, public entertainment, improve Top of the Town, Improve use of the River, help new businesses, code basis in a hub to encourage new technology, economic growth, apprenticeships. Unlocked potential to keep people who live here and work elsewhere, to work here and to utilise their skills.</p> <p>Q Moving people together why can't everyone be together?</p> <p>A No decision taken as yet.</p> <p>Q How do you line budget with priorities? How do you ensure priorities are delivered?</p> <p>A Strategic and high level. Working through the options, could find contradictions. Some options suit different areas - working with administration.</p> <p>Q Savings can have an impact on other services later on.</p> <p>C Staff burn out will happen!!</p> <p>A Can't make savings by reducing staff.</p> <p>C Income generation is a big plus.</p> <p>C Reduce Councillors and their wages!</p>

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
			A Stirling Council can't reduce the number of Councillors as set by standards.
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 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.	No comments received
E065	Reduce funding for Central Scotland Joint Valuation Board	Reduce Stirling Council funding for the Central Scotland Joint Valuation Board and alter the future terms of the Board's governance, including funding arrangements. This would save £40k in one year - 18/19.	No comments received

Fees and Charges Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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	<p>C Are we not wanting people to visit Stirling? You are pushing people away, you won't encourage people to come to Stirling if charges are prohibitive.</p> <p>Q Not providing a lot, concerned you will drive people away. You also have to consider people on low income who could not afford parking charges. Could you not offer concession?</p>

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
		Council personnel next to several Council office buildings, to generate income. This would generate income of £73k over a two year period from 18/19.	<p>Q You are putting the burden on people who work and many are on low incomes, including Council staff you plan to charge, creating an additional barrier. Public transport is very poor.</p> <p>C Many shop owners are worried, as they feel the charges could put people off from visiting Stirling.</p> <p>Q Council worker being charged to park, unacceptable.</p> <p>Q New buildings being built are told to provide car parking spaces for their staff. Do not think why council staff should be charged to park!!</p> <p>A Demonstrates we are looking at everything. Yes would affect a lot of staff.</p> <p>Q What is the increase?</p> <p>A 10p per hour</p> <p>Q People in poverty are unable to participate as low wage earners</p>
FC038	Review Council concession policy	Cross-organisational review of concessions applied by the Council to fees and charges for its services, to ensure consistency in policy and implementation. This would generate income of £70k in one year - 18/19.	<p>Q What concessions do you mean?</p> <p>A Examples include renting a garage - there are different rates if council tenants etc the process is inconsistent and not applied across the council. Other examples include special uplifts; reduced fees for planning applications.</p> <p>C Concerned you are throwing the baby out with the bath water, e.g. remove concession for uplift, and therefore creating additional problem with fly tipping resulting in costing you more money.</p> <p>Q Is this grant for charities?</p> <p>A No this is not a grant. This would be used to apply for consent to use for events, room booking etc.</p> <p>Q Can you explain</p> <p>A This is about consistency, look at how questions put forward to cover all Look at individual's needs – staff training</p>
FC067	Increase telecare charges	Increase charges - only for those who already pay for telecare - by £0.66 per week. This would generate income of £47k in one year - 18/19.	<p>Q Stirling Council needs to explain better what "telecare" means and provide examples.</p> <p>A Noted.</p>

Stop/Reduce Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £55k over a two year period from 18/19.	Q How much is the cost to reduce a menu for the children? A No, this is not affecting the nutritional value of the meals but just to do with the amount of options available.
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. This would save £50k in one year - 18/19.	Q Why is this being reduced when more is needed, not less? A minimises the impact on service users. Q Also this service identifies young people with issues eg disability/mental health/what is causing the problem that could be easily identified. A Co-locating outreach teachers in locality area was better way of working.
SR053	Revised partnership agreement with Sistema Scotland – Big Noise Raploch	Revised partnership agreement with Sistema Scotland from March 2018 for delivery of the Big Noise programme in Raploch. This would save £225k over a three year period from 19/20.	Q The amount of money invested, surely they could be self-sufficient by now!! A Yes, but still working together but in a different way. Q What other communities get funding in comparison to the funds given to Sistema? A Funds available for others.
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. This would save £200k over a four year period from 19/20.	C Third sector is being stripped to bare bones, and some third sector organisations will struggle. Most third sectors have seen an increase in demand for services. This is short sighted to make a reduction in third sector, as third sectors will be saviours. They are most cost effective way of delivering services. Your cutting the blood supply, you should be nurturing these organisations, as third sector will be best placed to deliver. Would not approve of this option. C Just because it is third sector, it doesn't mean they shouldn't be scrutinised to ensure value for money; meeting outcomes and are accountable. If council

Reference	Title	Description	Comments/Suggestions
			<p>identified third sector not providing service, the organisation should be offered opportunity to improve prior to removing funding.</p> <p>Q What do you mean? What is third parties?</p> <p>A Small Charities, CAB, working in consolation to mitigate the impact and to help with efficiencies. Is there a better way?</p>
SR057	Reduce grounds maintenance	<p>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. This would save £36k in one year - 18/19.</p>	<p>Q Stirling Council promote Stirling as the gateway to the Highlands. Bedding plants at the Albert halls helps promote Stirling to tourists.</p> <p>Q Last year winter bedding stopped.</p> <p>A Yes, promoting Stirling. Maybe look to communities to take on the planting of bedding plants.</p> <p>C Increase the revenue from advertising</p> <p>C Suggestion to create Community Schools Project – engage children in their area – Use of perennial plants</p> <p>C Common land – can it be offered to farmers for rent?</p>
SR058	Stop deep cleans of communities	<p>Stop deep cleans of communities which are currently delivered on a recurring basis to maintain the cleanliness of areas of need to reduce costs. This would save £70k in one year - 18/19.</p>	<p>Q Stop deep cleans and evasive weeds - the community would not be able or want, to take this on.</p> <p>A Have looked at other communities on how they are doing it.</p> <p>Q Are plants bought in? Why not grow your own?</p> <p>A Yes they are bought in. If we grow our own then the Council would need to employ staff.</p> <p>Q What is Deep Clean?</p> <p>A Deep clean is going to an area and doing a clean-up of the area which includes weeds etc.</p>

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
			<p>Q Deep Clean must be kept going to promote the areas in the City and villages to tourists.</p> <p>C Suggestion to include school children in litter picking, perhaps after school – schools should engage in making young people aware of problem</p>
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. This would save £100k in one year - 18/19.	<p>Q Concerns this option will impact on front line service delivery. We would not wish to lose our community link officer. It will have negative impact on the council's engagement processes, and we question how this supports a community led council.</p>
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. This would save £100k over a two year period from 18/19.	<p>Q Bridge of Allan and Dunblane do they buy flowers or does Stirling Council help fund?</p> <p>A Probably given funding, sourcing from different locations, Beautiful Scotland and similar funding.</p> <p>Q Football pitches – you cannot reduce the number of cuts!</p> <p>A No, football pitches will not be reduced but this could affect open spaces.</p> <p>C Statement that not happy that grass cuttings are left</p> <p>C Agreement that wild flower meadows are really nice</p>
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. This would save £242k over a two year period from 21/22.	<p>Q You're looking at cutting the Smiths funding by 90%, as a city we should have a museum and gallery. We should be supporting culture. We are culturally lacking. We should be looking at ways of building up and using to support economic growth within the city.</p> <p>Q Change people to access is an option.</p> <p>C Statement that this effectively amounts to closure – should try to get other displays e.g. the Burrell collection – there is a very extensive collection at the Smith</p> <p>C Is there the possibility to look at different business model</p> <p>C Trying to encourage tourism to the area also local people's interest</p>

PBB5 COMMUNICATION and ENGAGEMENT FEEDBACK

FACILITATORS: Fiona Robertson, Kristine Johnson, Janice Fanning, David Crighton, Marie Valente, Helen Gorman

DATE: 24 January 2018

TIME: 6.30pm – 8.00 pm

LOCATION: Raploch Community Campus

OFFICERS: Carol Beattie, Jim Boyle, Lynne McKinley, Ian Denvir, Andy Davis, Pauline Roberts

NUMBER OF ATTENDEES: 54 members

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FEEDBACK ON PBB OPTIONS
See attached sheets

OTHER FEEDBACK
INSERT TOPIC HEADING
<p>Social Care- why using external providers when have internal home helps?</p> <ul style="list-style-type: none"> • No adult care options as they are the responsibility of IJB • It is difficult to recruit staff- difficult and low paid job- especially rural • Can't easily create an internal resource • Can train people already have to deliver services <p>Where is the feedback from previous options e.g. Savings on Waste – did you make it? And if not, what happened? Any options not in this document – don't see the full budget.</p>

Transformation Options

Reference	Title	Descriptions	Comments/Suggestions
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. This would save £353k over a three year period from 20/21	<p>Will service users see a reduction? The saving comes from management</p> <p>ASN would be a big benefit- this is GIRFEC/TAC in operation Health may be included in the future Will is stress staff with extra responsibility Examples from Scotland where good examples of co-location relieves stress through better communication</p> <p>Sounds wonderful on paper, sounds good if it works No brainer- NHS already working closely with social work- logical to work as one team</p> <p>Has partners already agreed? Education- yes, still working with Health</p> <p>Are you decentralising? Yes, building up profile of area and matching need & service delivery</p> <p>Will the case load be focussed on one area? Some staff will be co-located, some staff will have shared areas, and some will be based from a local office.</p> <p>What is the detail of the £353k saving? 3 team leader posts + assistant posts in children's</p> <p>What happens if there is a shortage of staff when you have identified need? Will need to employ more people- real world- might have to go back to examine option</p>

			<p>What will happen to families who have already been allocated a social worker, how would the team work? There might be change, but trying to minimise movement - some families might get a new social worker.</p> <p>Is this the test of change? Yes Raploch & dunblane? Ultimately all 4 locality areas When? Caseloads are being looked at, 3 year implementation Next few months Its an urban north school age project where staff work more closely- streamlines delivery Is a hub for services Model sounds very good How ensure equitable delivery in urban north? It will grow outwards It will be more cost effective and target needy families Staff are all in one area Partners involved as well Co-Location allows more efficient service delivery- connections more easily made e.g. works well in Buchlyvie</p>
T002	Increase number of schools with shared headships	<p>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. This would save £341k over a 4 year period from 18/19.</p>	<p>In Raploch when they couldn't find a head teacher- the acting shared head was very stressed Wouldn't work in rural schools as distances involved make it difficult HT need to know pupils and have consistency In Falkirk HT spend 3 days in one school/2 in another, makes getting hold of them difficult Increases pressure on Assistant heads This is for school without shared heads already Which Schools? The formula for this is available from Kevin Kelman Campus was always supposed to have 1 head teacher.</p>

			<p>Is Raploch a partner school? 2 jobs going from campus- this will have an impact on children Might make it more difficult to employ education staff- teachers will have to pick up slack. Impact on children's education as staff doing other duties What impact analysis? Savings are very specific, must know from where? (Alan Booth) Lacks detail to make an informed view Do we evaluate after 1st year? Head teachers are busy- how can they manage workload of more schools? Small rural schools? There are examples where head teacher has also taken on the role of nursery head when they are in close Concern for primary head taking over nursery as nursery head workload increasing as provision expands Geography considerations are important Job sharing- what happens when there is illness?</p>
T003	Enhanced support for independent living	Supporting Looked After and Accommodated Children leaving care to progress from more expensive placements to less costly independent living arrangements. This would save £66k over a 3 year period from 19/20.	<p>Looked after services need investment, as they are forgotten about Substance misuse Moves to independent living to quickly- it's not a big saving Overall positive response Includem support essential Remove from external placements to supported lodgings in Stirling Know one person who is placed in Perth, they are coming out of care Have looked after children been consulted on this? Champions board being developed. This is supported lodgings rather than residential schools Concerned that this means less support LAC children in foster care- would be concerned about this if this is used Why not copy the Pathfinder project in Alloa?</p>
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	<p>Is this outsourcing facilities management? No, it's about co location It's a good idea NVF shouldn't have been knocked down</p>

		property at reduced cost and through closer collaboration. This would save £120k over a two year period from 21/22.	Why can't the savings be brought forward? e.g. Lower Polmaise What effect will this have on the hub at Forthside? Hub not just council Front line services at lower Polmaise Confused with how works with option for Forthside hub
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Income Generation Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would generate income of £63k in the year 19/20.	Good idea Be more aspirational! This is option is a bit of an unknown at the moment Discomfort at making money from placing families Doesn't sound great as profit to be made from fostering/adoption Not good to take kids away from own area What about child's social worker in home area Disaster- morally wrong
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. This would generate income of £47k in the year 19/20.	Good idea Doesn't sound great as profit to be made from fostering/adoption Not good to take kids away from own area What about child's social worker in home area Disaster- morally wrong
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. This would generate income of £60k over a three year period from 20/21.	Has to be affordable houses Would also be commercial- an income stream OK
IG0011	Station Square office development	Develop the key strategic Station Square site in the centre of Stirling into high-	It will be difficult to find tenants What is the cost of developing?

		quality and distinct office space, with potential retail or restaurant opportunities. The development may generate an additional income stream through a development model or a capital receipt. This would generate income of £58k over a two year period from 21/22.	Business case available- the savings in the option are NET of cost Retail sector is suffering- do we need more shops? Mixed views were offered Ok as long as not grey concrete
IG0012	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. This would generate income of £30k over a three year period from 18/19.	Yes Very good- if it would actually happen
IG0013	Advertising revenue generation from Council assets	Generation of advertising revenue from roundabouts, waste vehicles and other Stirling Council-owned and operated assets. This would generate income of £241k over a two year period from 18/19.	Very good- need a criteria for advertising
IG0014	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. This would generate income of £120k over a two year period from 21/22.	

IG0015	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. This would generate income of £139k over a four year period from 19/20.	Yes
IG0016	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. This would generate income of £20k in 18/19.	

Efficiency Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £116k over a two year period from 18/19.	
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. This would save £30k in the year 18/19.	
E022	Reduce numbers of Education Central Support staff	Reduce the numbers of Central Support staff in the Education Team. This would save £100k in year 18/19.	
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. This would save £82k over a two year period from 19/20.	
E024	Demand analysis for younger children entering care	Identify and implement earlier interventions to reduce the number of children accommodated by local foster carers through better use of data and a review of current processes and governance. This would save £60k in the year 19/20.	
E025	Reduce administrative staff numbers	Reduce administrative workforce through natural turnover. This would save £200k over a four year period from 19/20.	
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 apply greater scrutiny on the authorisation of overtime, ceasing all non-essential overtime and thereby reducing costs. This would save £100k in one year - 18/19.	
E029	Council Tax income surplus	There is an anticipated Council Tax income surplus of around £200k in 2017/18. This	

		revenue can be used to ease the immediate budgetary pressure.	
E030	Review advice services	Review existing structure of provision of Advice Services across the Council and investigate opportunities for increased efficiency.	
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. This would save £50k in one year - 20/21.	
E032	Review fleet	Reduce the number of Council vehicles, based on a full review of the fleet. This would save £30k in one year - 21/22.	
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 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. This would save £50k in one year - 19/20.	
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. This would save £430k over a 5 year period from 18/19.	
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. This would save £50k in one year - 19/20.	
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. This would save £116k over two years from 19/20.	
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 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	Reduce funding for Central Scotland Joint Valuation Board	Reduce Stirling Council funding for the Central Scotland Joint Valuation Board and alter the future terms of the Board's governance, including funding arrangements. This would save £40k in one year - 18/19.	

Fees and Charges Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would generate income of £73k over a two year period from 18/19.	
FC038	Review Council concession policy	Cross-organisational review of concessions applied by the Council to fees and charges for its services, to ensure consistency in policy and implementation. This would generate income of £70k in one year - 18/19.	
FC067	Increase telecare charges	Increase charges - only for those who already pay for telecare - by £0.66 per week. This would generate income of £47k in one year - 18/19.	

Stop/Reduce Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £55k over a two year period from 18/19.	<p>Kids are good at eating but they complain at the moment about school meals. Quality of service is poor – improve this. We should be encouraging children to eat. They run out of options not – could we book in advance?</p> <p>Young people – need bigger portions for older children – P4-7 and smaller ones for P1-3. Also some smaller trays should be lower price.</p> <p>School meals have silver food for life award.</p> <p>The saving would be in the cost of buying food.</p> <p>People felt very strongly that cutting kids meals was a NO NO. Children are fussy and this would impact on children. Also the school meal may be the only decent meal of the day and a lot of families are reliant on the foodbank.</p> <p>The proposal is to reduce the options from 3 tray choice to 2 tray choice.</p> <p>There was a view that the Pick and Mix was not value for money.</p> <p>Questions were asked about organic milk – why when it is the only organic part of the school meal and is there not a cost difference. Also is it provided by a local business?</p> <p>Yes.</p>

			<p>Questions were asked about food wastage. This is recorded and there is very little food waste.</p> <p>Young people present wanted to know why the portions were small. If anything they would like bigger portions.</p> <p>If less choice, more will go to the shops.</p>
SR044	Reduce Educational Psychology Service	<p>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. This would save £50k in one year - 18/19.</p>	<p>This service is already on its knees. I have waited 8 months for a referral which is just wrong.</p>
SR053	Revised partnership agreement with Sistema Scotland – Big Noise Raploch	<p>Revised partnership agreement with Sistema Scotland from March 2018 for delivery of the Big Noise programme in Raploch. This would save £225k over a three year period from 19/20.</p>	<p>Big Noise is taking a big hit. Don't want younger children to miss out. Baby to older children at the moment.</p> <p>Helps people who are anxious and helps social side</p> <p>Sistema – could it generate its own income as there is so much talent in the area – match funding.</p> <p>Stirling Council is bigger than Big Noise and there are more cost effective ways of providing the service.</p> <p>BN is part of the community and a success in the area – it's such a big cut.</p> <p>Council should value this project – it is valued by children and is a great opportunity for children. Individuals have had opportunities to go to the national Youth Orchestra and Conservatoire.</p> <p>Can't get opportunities like that in other areas.</p> <p>The projects helps the community come together.</p> <p>It's for poorer people</p> <p>The value is shown through the volume of people here tonight.</p> <p>SQA assessors were in</p> <p>If kids didn't come here where would they go – people use it as childcare.</p>

			<p> It is well recognised internationally Nothing in Raploch but the Big Noise Lots of housing in area – could builders contribute to funding? This is for some of the most vulnerable children – gives them aspirations and has an impact economically BN changes lives and we wouldn't have the experiences and opportunities. We need it to change future generation. Young people spoke of their music and what they played. I'm able to see friends, it's a good experience. Keeps young people off the streets Will cost the Council more in the long run – kids will have nothing to do/more social work Raploch has an improved image Don't know what to go if not music, for career It connect us to people through music When you get bored people keep you going. Changes people Not many people come but those that do are committed You can talk to them (staff) we're part of a family. There is a sense of belonging They are safe and have opportunities Asked – what about expand the project to other areas Kids come in over the summer from other area. Some communities are jealous of what we have and the opportunities here. Raploch is a deprived area – we are entitled to this Could other agencies not fund it – we can't bring in that type of money Asked – can we prove the benefits? Community is a different place and has grown Programme has helped fill gap and brought community together – when the community centre was pulled down we lost everything. Parents won't engage with schools Children are blossoming and represent their area Sponsorship has to be looked at – there are large companies nearby. BN Raploch was the first – this might have an impact on other centres Why do kids have to suffer? </p>
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			<p>It's a dramatic amount – they have expressed an interest in expanding Politically it will not happen Dramatic cut after such a long time – we'll be back to square one. They have positive destinations and discipline – not just about music. Nothing else for them to do What does it mean the bigger scheme of things – money is a small amount for what's done. School holidays – what would kids do? How does this option differ from last year? Have you looked at other funding options? As long as money is available from somewhere – don't need to be the Council If it cuts BN SC will be seen in a bad light. We will lose progress so far. Nicola (Sistema) it costs £1m a year to fund the project and we're looking for that budget again - we look at other ways to fund it. Will this option be on next year? Financial matters mean we still have uncertainty. (reply – Cllr Thomson - Council has the freedom to revisit options if things aren't working. Cllrs have the strength of feeling and could take off.) Big Noise - Is there an opportunity to pass funding over to Central Government? % drop very short sighted, benefits to area great, proven to work, Stirling Council has benefited from Sistema start up process, Risk other local authorities will follow with their own cuts, If no big noise, other areas in Stirling cannot benefit</p>
SR054	Review Communities & People payments to third sector organisations	<p>Review of all Communities & People payments to third sector organisations to identify opportunities for reductions in funding or recommissioning. This would save £200k over a four year period from 19/20.</p>	<p>These are masked by Big Noise tonight but groups affected don't know what is happening – it's not obvious so they can't object. What % is this saving of the overall budget? This would give an indication of the scale of the savings. The lack of clarity about this option is unacceptable. Although the option is for 19/20, it looks like this option would be approved without the detail.</p>
SR057	Reduce grounds maintenance	<p>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</p>	<p>How would this saving be made? Reduce workforce and machinery. Okay as long as it is safe and tidy. This will impact on how the area looks and impact on the economy. Could look at planting orchards and more tree planting. Will the saving impact urban and rural in the same way? It is for all areas. Will this have an impact on garden maintenance scheme?</p>

		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. This would save £36k in one year - 18/19.	Mixed views about the wild flower planting – some stated they liked this, others stated that they still need care to ensure weeds don't become predominant. Need to invest because of City Status and keep it tidy.
SR058	Stop deep cleans of communities	Stop deep cleans of communities which are currently delivered on a recurring basis to maintain the cleanliness of areas of need to reduce costs. This would save £70k in one year - 18/19.	If you don't do deep cleans this will impact on drains and gullies. Weeds will also cause damage to kerbs and pavements.
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. This would save £100k in one year - 18/19.	This option is vague – will this cut enforcement? The saving is likely to be from vacancies and efficiencies.
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. This would save £100k over a two year period from 18/19.	How will area that is not cut be managed? And the control of weeds (non native) There will be managed litter picks. Not aiming to get woodland. This will become unmanageable. Grassland will need to be cut at least once per year to remain as grassland.
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.	What proportion of the budget is this? We don't have enough information on proposals to make decisions There is money available as part of the city deal – capital money and business plan.

		<p>This would save £242k over a two year period from 21/22.</p>	<p> Directors could raise fun like Big Noise Can city deal be used to fund Big Noise Possible closure of Smith will be a big loss- it's part of children's education as its free-history, 1st football, Stirling at War etc. Can we not look for partners to joint fund this e.g Historic Scotland. They need to seek partners and other sources of funding. </p>
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PBB5 COMMUNICATION and ENGAGEMENT FEEDBACK

FACILITATORS: Donna Campbell, Projects, Planning & Contracts; Karen Cockburn, Team Leader Assets & Support; Kristine Johnson, Chief HR Officer; Sandra Logan, Team Leader Education; Bryony Monaghan, Service Manager, Education.

DATE: 25th January 2018

TIME: 7.00 pm – 8.30 pm

LOCATION: Callander Youth Project

ATTENDEES: Carol Beattie, Director Children, Communities & Enterprise; Jim Boyle, Chief Governance Officer; Councillor Scott Farmer, Leader of the Council; Lesley Gallagher, Community Planning Manager; Pam Campbell, Senior Community Link Officer; Dionne Gallacher, Community Link Officer; Michelle Flynn, Community Link Officer.

NUMBER OF ATTENDEES: 19 members of the public, including representatives from Port of Menteith Community Council; Callander Community Development Trust; McLaren Community Leisure Centre; Callander Golf Club; Callander Reliance Group; Coach My sport; Big Noise; RNLI; Forth Environment Link; University of the Third Age; Councillor Douglas Dodds; Councillor Martin Earl; Councillor Alastair Majury ; Councillor Jeremy McDonald; Councillor Evelyn Tweed;

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FEEDBACK ON PBB OPTIONS
See attached sheets

OTHER FEEDBACK
INSERT TOPIC HEADING
<p>Q: Is there breakdown of costs, including salary; contractors and materials? A: PBB is a summary of numbers, our detailed report is produced for the budget report which is publicised. It is challenging and we are exploring innovative ways engaging a lot earlier to get views of citizens.</p> <p>Q: You have indicated a 3% increase in council tax, is this an assumption? A: The 3% is included within the figures, however this is a political decision and we welcome views. 1% gives is approximately £500,000, if people's views are to reduce or increase council tax we will listen to these views.</p> <p>Q: Why not turn this process on the head, and people start paying more, as do not want to see a reduction in vital services. It doesn't seem obvious in the figures. A: We have assumed 3% but we welcome views on this. All comments and views will be collated, and a report will be produced.</p> <p>Q: How much of it is statutory? A: Most of our budget spend is statutory, but we do have discretionary services that support statutory provision. I do not have the split, but majority budget spend is on statutory functions.</p> <p>Q: Have you included projected salary increase/pay wards? A: We have assumptions in line with Scottish Government 3% for staff under £30,000 and 2% for staff over £30,000. Pay claims considerably over 3% are currently being lodged. Pay claims are nationally negotiated as part of COSLA.</p> <p>Q: Do you fund 21% employers contribution, and what contingency for pension deficit? A: Employers contribution rate is .5% increase each year, and we have had confirmation this will continue. In terms of liabilities and balance sheet, there is a long term deficit of £200 million. Employer contribution is to cover the deficit. We take advice to balance, and are taking a long term view, exploring voluntary contribution. Approximately £120 million employer national insurance and contribution.</p> <p>Music Tuition Q: What was cuts in Music Education, was it more about social interventions, social regeneration? Q: Number of tutors, who cover how many schools?</p>

Q: How many are involved?
 A: 150 children.
 Q: How do the council justify that amount of money?
 A: Not about stopping but about finding different ways of working.
Pensions
 C: Proposal that the council transfer pensions (voluntary) to 10% to Pension & 7% to Salary.
 C: 21% is not enough (Underfunded).
 C: 30% is more realistic but unaffordable over a longer period of time.
 A: Highlighted the flexibility of the LGPS and that we have to ensure no discrimination when considering pensions. (Originator advised that it would be voluntary).
 A: We need to be clear about what we are doing and the amounts that are being considered.
 C: A lot of proposals here. Have you measured the impact and have risk assessments been carried out?
 A: Yes we have done Equality Impact Assessments.
 Q: Are these available for us to see before decisions are made?
 A: Information will be available on-line before decisions are made at Council meeting on 22nd February.
 Q: How long before?
 A: Usually a week before the Council meeting, which is scheduled for 22nd February.
 C: Council fundamentally needs to look at what they deliver and this needs to be paid for?
 Q: When do you think the contribution from central government will start to increase again?

C: All of the options are different for rural areas as Urban Stirling. It is not just a City, It's a county.
 Q: Small Cuts make marginal income, is it worth it?
 C: There are so many of these options we need more information on?
 C: It feels like we have only been given part of the information on these options?
 C: The timescale on discussing these options is not long enough?
 Q: Why are we always given these options at the last minute?
 C: Eventbright did not give a time on the receipt could this be changed for the future please.
 Q: How do we reconcile cuts across services in particular inequalities issues related verses the aspirations in the LOIP?
 C: More feedback for the session- people have varying interests perhaps there could have been preselection by those attending to spend more time on the key areas of interest.
 Q: Why did you leave it so late to come out and consult?
 A: Didn't get the budget information until late December.
 Q: When do you think the contribution from central government will start to increase again?
 C: Really don't think you will get anywhere, as half the questions were rushed through and not answered.

A: You will have a further opportunity to provide your comments to the options, by filling in the on-line survey. (Postcards with survey details provided).

Transformation Options

<i>Reference</i>	<i>Title</i>	<i>Descriptions</i>	<i>Comments/Suggestions</i>
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. This would save £353k over a three year period from 20/21	Q: What does that mean? A: Placed based approach – Transformation Education/Social care /Future multi-agency teams brings about efficiencies.
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	Q: Are you sure there is a problem? Q: Will lose out on prime candidates, trying to solve one problem by creating another. Q: Might not be appropriate every time. A: Nursery's and Schools both have heads on the one campus, It is anticipated that these posts will naturally occur through vacancies and retirements.

		schools would become nursery classes within their local primary school. This would save £341k over a 4 year period from 18/19.	<p>Q: What schools are we talking about?</p> <p>Q: Where is the detail and background to the ramifications of this option(s)- Where is the plan?</p> <p>A: Doune and Allan's Primary have shared head. Explanation of the Strathyre model was proved.</p> <p>C: That did not work.</p> <p>Q: A lot of money to save? How many will this effect?</p> <p>A: A reduction of 6 heads, Doune given as an example - 2 Heads on campus, 1 Head retiring.</p> <p>A: Baker Street Nursery and Allan's Primary.</p>
T003	Enhanced support for independent living	Supporting Looked After and Accommodated Children leaving care to progress from more expensive placements to less costly independent living arrangements. This would save £66k over a 3 year period from 19/20.	<p>Corporate parent and changing to more independent living and supported for better outcomes.</p> <p>Q: Is this about looked after children?</p> <p>A: No.</p> <p>Q: Are you bolstering care within the community?</p> <p>A: Moving young people closer to home and back into the community minimising risk. Shifting the age of young people, high vulnerability.</p> <p>C: Risky Strategy.</p> <p>A. Legislation has changed to people in their 20's remaining looked after.</p> <p>Q: Can I have more information on what this means? It sounds very concerning.</p>
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 cost and through closer collaboration. This would save £120k over a two year period from 21/22.	<p>Q: Why has this not been done before?</p> <p>C: This seems like a total no brainer.</p>

Income Generation Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would generate income of £63k in the year 19/20.	No questions.
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. This would generate income of £47k in the year 19/20.	No questions.
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. This would generate income of £60k over a three year period from 20/21.	Q: What is the cost of this? What is the growth? Does this meet with the council legality? What would be the Capital Expenditure? Is it interest rate sensitive? Are you starting in 18/19? But not getting money back until 20/21? Q: Will this require additional staff? How will this affect the homeless rate? I feel we need more information about this option before we comment.
IG0011	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 opportunities. The development may generate an additional income stream through a development model or a capital receipt. This would generate income of £58k over a two year period from 21/22.	Q: How many of the shops at the bus station been let out? Q: What is the capital cost? C: What makes you think you could let this out as there are too many empty shops in and around the centre as it is. We are more interested in what it would look like? Q: Would the designers consider looking at the Stove in Dumfries? C:I like it empty, it doesn't have to be built on, and it's nice to have some civic green spaces.

IG0012	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. This would generate income of £30k over a three year period from 18/19.	C: Salvation Army already do this in springkerse. Q: What process has gone into 10K? What are the costs? E.G. Collection, storage repairs etc. C: Other charities do collections, some charity shops are closing as they are not making money on furniture, so why would we? C: We currently work in partnership with springkerse, so why would we set up in direct competition with them?
IG0013	Advertising revenue generation from Council assets	Generation of advertising revenue from roundabouts, waste vehicles and other Stirling Council-owned and operated assets. This would generate income of £241k over a two year period from 18/19.	Q: Why would you like to advertise on the side of a bin lorry? Q: Would it be on the Stirling Council website? A: As long as it's controlled. Q: Will it need to go through planning?
IG0014	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. This would generate income of £120k over a two year period from 21/22.	Q: Would that be accessible by bus? A: This would not affect front facing staff. Q: Will this mean mothballing buildings or selling them? Will this mean more empty buildings in Stirling?
IG0015	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. This would generate income of £139k over a four year period from 19/20.	Q: Any other sites the same principle could be added too. C: This should be a broader strategy and part of the renewable energy strategy. You should explore opportunities to install/implement at schools and other council buildings, Polmaise. A: We could only explore installing on buildings we own.

IG0016	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. This would generate income of £20k in 18/19.	Q: Is that the barriers at the side of the road? £20K is not very ambitious.
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Efficiency Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £116k over a two year period from 18/19.	Q: What is meant by reprofile and efficiencies? A: Not reducing essential services and not reducing the frontline staff. Looking at amalgamation.
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. This would save £30k in the year 18/19.	Q: This won't affect Quality of service? A: Currently a vacant post.
E022	Reduce numbers of Education Central Support staff	Reduce the numbers of Central Support staff in the Education Team. This would save £100k in year 18/19.	Q: Who supports schools in quality and improvement curriculum and what is the reduction number. A: 3.

			<p>Q: What is the impact of that?</p> <p>A: Quality of the delivery may be reduced.</p>
E023	Reduce Children's Services Business Support staff	<p>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. This would save £82k over a two year period from 19/20.</p>	<p>Q: How are you going to do this?</p> <p>A: This options is about digital transformation e.g. automation of school meals , resulting in reduction in administration. ERIN is an employee self-service systems for electronic payslips which reduces costs.</p>
E024	Demand analysis for younger children entering care	<p>Identify and implement earlier interventions to reduce the number of children accommodated by local foster carers through better use of data and a review of current processes and governance. This would save £60k in the year 19/20.</p>	<p>C: What do you mean, like a suicide?</p>
E025	Reduce administrative staff numbers	<p>Reduce administrative workforce through natural turnover. This would save £200k over a four year period from 19/20.</p>	<p>Q: This will not affect frontline services.</p> <p>A: Not reducing essential services and not reducing the frontline staff. Looking at amalgamation. Reduction in service and problems with recruitment.</p> <p>Q: So would this be two jobs per year over 4 years. I am loathed to be in favour of this as you need good quality admin support and the jobs will still need done.</p>
E027	Reduce staff overtime	<p>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 apply greater scrutiny on the authorisation of overtime, ceasing all non-essential overtime and thereby reducing costs. This would save £100k in one year - 18/19.</p>	
E029	Council Tax income surplus	<p>There is an anticipated Council Tax income surplus of around £200k in 2017/18. This</p>	<p>Q: Over achieving, so put the money back in.</p> <p>Q: Do Empty domestic properties pay tax?</p>

		revenue can be used to ease the immediate budgetary pressure.	A: Yes 200%. Q: Empty shops do not pay rates/ business tax?
E030	Review advice services	Review existing structure of provision of Advice Services across the Council and investigate opportunities for increased efficiency.	Q: Is that Citizen's advice or Council advice service? A: Need to look at the model as Universal Credit has added to the workload. C: You need to be protecting these services as there is an increasing reliance upon them. Q: Would this impact service users? Would the admin then be combined? A: Yes. Q: Bringing services together what is this saving?
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. This would save £50k in one year - 20/21.	
E032	Review fleet	Reduce the number of Council vehicles, based on a full review of the fleet. This would save £30k in one year - 21/22.	
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 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. This would save £50k in one year - 19/20.	
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. This would save £430k over a 5 year period from 18/19.	Q: How can organisations do things a little bit differently? It is very difficult to stand alone.

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. This would save £50k in one year - 19/20.	Q: How can organisations do things a little bit differently? It is very difficult to stand alone.
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. This would save £116k over two years from 19/20.	
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 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	Reduce funding for Central Scotland Joint Valuation Board	Reduce Stirling Council funding for the Central Scotland Joint Valuation Board and alter the future terms of the Board's governance, including funding arrangements. This would save £40k in one year - 18/19.	

Fees and Charges Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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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. This would generate income of £73k over a two year period from 18/19.	
FC038	Review Council concession policy	Cross-organisational review of concessions applied by the Council to fees and charges for its services, to ensure consistency in policy and implementation. This would generate income of £70k in one year - 18/19.	
FC067	Increase telecare charges	Increase charges - only for those who already pay for telecare - by £0.66 per week. This would generate income of £47k in one year - 18/19.	

Stop/Reduce Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £55k over a two year period from 18/19.	<p>Q: How will you do that?</p> <p>A: By reducing menu from 3 trays to 2 trays and only 2 puddings per week.</p> <p>Q: Will you protect all the nutritional value and guidance of choice?</p> <p>A: Stirling schools are well regarded for school meals.</p> <p>Q: Has the uptake of school meals increased.</p> <p>A: 76% of P1 to P3 have school meals.</p> <p>Q: Is that because they are mainly free?</p> <p>C: I assume that reduction of options will still aspire to food for life /eat well plate quality?</p> <p>Q: Does the budget saving also take into account the reduction in food?</p>

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. This would save £50k in one year - 18/19.	
SR053	Revised partnership agreement with Sistema Scotland – Big Noise Raploch	Revised partnership agreement with Sistema Scotland from March 2018 for delivery of the Big Noise programme in Raploch. This would save £225k over a three year period from 19/20.	<p>C: Disappointed to see this-long term, it would be money saving for the residents we work with so % of budget match funding –impact in community seriously jeopardises this project.</p> <p>Q: Could corporate social responsibility be explored. Example of the rapidity of these cuts that’s what is going to cause the damages could this happen slower?</p> <p>A: This is over 5 years and they will be given advice, work with resource team for advice, economic development and business advice.</p>
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. This would save £200k over a four year period from 19/20.	<p>C: Organisations providing services to vulnerable people.</p> <p>Q: What are the 3rd sector organisations identified?</p> <p>Q: What does the review actually mean?</p>
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	<p>C: Waste of time.</p> <p>Q: Recurring costs are net savings and is the return favourable?</p> <p>A: Not sure what the starting costs of this would be?</p> <p>C: There are one or two places where the council has planted wild flowers, which has worked well.</p> <p>Q: Why not increase these?</p>

		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. This would save £36k in one year - 18/19.	A: Mitigation is potential by approaching these community groups. C: Not happy about the council stopping invasive species. Q: Would like to see this mitigation against this savings?
SR058	Stop deep cleans of communities	Stop deep cleans of communities which are currently delivered on a recurring basis to maintain the cleanliness of areas of need to reduce costs. This would save £70k in one year - 18/19.	Q: Can you give an example of a deep clean? A: Cleaning under benches and around planters, once a year. C: As only once a year this is ineffective.
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. This would save £100k in one year - 18/19.	Q: What is the impact of that? Q: Is this back room staff, not the front facing staff/Enforcement Officers? A.: No reduction in Staff. C: That is not what the option says. Q: Can you reassure us that that will not mean a reduction in staff.
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. This would save £100k over a two year period from 18/19.	Q: Does this include school playgrounds and Playparks? A: Yes. C: Overgrown areas with flowers is better than just grass.

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. This would save £242k over a two year period from 21/22.	C: I don't know any city in the world that does not have an art gallery or museum Q: What if the safety net doesn't come from other options/funding models?
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Table 1 Comments.

At the close of the session, people were asked to write any questions down on the sheets provided and we would respond to these.

Q: Why did you leave it so late to come out and consult?

A: Didn't get the budget information until late December.

Q: When do you think the contribution from central government will start to increase again?

C: Really don't think you will get anywhere? as half the questions were rushed through and not answered.

A: You will have a further opportunity to provide your comments to the options, by filling in the on-line survey. (Postcards with survey details provided).

PBB5 COMMUNICATION and ENGAGEMENT FEEDBACK

FACILITATORS: Colin Gunning, Rikki Sneddon, Nicole Paterson – Other staff present – Stewart Carruth, Jim Boyle, Lynne McKinley, Jillian Gibson – Elected members present:
 Jeremy McDonald

DATE: 5th Feb 2018

TIME: 6.30 -8.00pm

LOCATION: Crianlarich Village Hall

ATTENDEES:

NUMBER OF ATTENDEES: 18

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FEEDBACK ON PBB OPTIONS
See attached sheets

OTHER FEEDBACK
INSERT TOPIC HEADING
<p>General Feedback: we’ve been consulted and contributed to discussions and feel like we’re not being listened to. Nothing changes. We’ve spent eight years discussing the same things over & over again and nothing happens.</p> <p>Comments were made about the effectiveness of the Contact Centre systems – the voice recognition system is terrible. Also not acceptable that if you phone the Contact Centre about Waste you can’t then speak to someone from Waste.</p> <p>Is it the case that a percentage of the Council budget in future will be given to communities to decide? The Council will introduce Participatory Budgeting in the new financial year. There is a commitment across local authorities that 1% of the budget will be allocated through Participatory Budgeting by 2020. We have still to work out how this will be done.</p>

Transformation Options

<i>Reference</i>	<i>Title</i>	<i>Descriptions</i>	<i>Comments/Suggestions</i>
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. This would save £353k over a three year period from 20/21	
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. This would save £341k over a 4 year period from 18/19.	The dual headship between Killin and Crianlarich is working well. There is concern if this was to be expanded to a headteacher covering 3 schools (to include Strathyre) as this was tried before and didn't work.
			Would like clarification that the dual headship isn't going to increase to three schools rather than the two (Killin and Crianlarich). Would like to know if this means that one headteacher would be responsible for two primary schools and two nursery schools/classes
T003	Enhanced support for independent living	Supporting Looked After and Accommodated Children leaving care to progress from more expensive placements to less costly independent living arrangements. This would save £66k over a 3 year period from 19/20.	How can support be enhanced when savings are being proposed?
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 cost and through closer	Option explained. No comment.

		collaboration. This would save £120k over a two year period from 21/22.	
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Income Generation Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would generate income of £63k in the year 19/20.	It's a shame that money brought into the service can't be ring fenced and has to go into the wider council pot. Are there enough families/people signing up to adopt/be foster carers?
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. This would generate income of £47k in the year 19/20.	
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. This would generate income of £60k over a three year period from 20/21.	Clarification sought on the figure of £60k and outlay of Capital. The £60k is the net profit. There will be a capital outlay and a business case will be produced.
IG0011	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 opportunities. The development may generate an additional income stream through a development model or a capital	Are there not enough empty shops in Stirling? Will there be interest in retail? Need to be optimistic about retail development in this area. The area is being regenerated so more people will be in and around the area, therefore needing access to retail. What about Car Parking? There are no plans to create additional parking. This is directly at the Park and Ride, within access to the Bus Station and the Train Station.

		receipt. This would generate income of £58k over a two year period from 21/22.	
IG0012	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. This would generate income of £30k over a three year period from 18/19.	How can this area benefit from this? Callander's opening hours are odd and this needs to be looked at. The hours need to be more user friendly. This was suggested before and not followed up. Nicole made a commitment to follow up on this one. This option is Stirling Centric. It does not take in to consideration the uplift of goods from this area or the cost. Is there the opportunity to have a local unit as part of this option? Is there the potential through community empowerment to develop this option? For example, connect to local projects in the area who are doing similar like Killin Mill.
IG0013	Advertising revenue generation from Council assets	Generation of advertising revenue from roundabouts, waste vehicles and other Stirling Council-owned and operated assets. This would generate income of £241k over a two year period from 18/19.	Those present referred to this option as a "No Brainer" However, it was noted that advertising on roundabouts should not be a distraction. It was explained that Road Safety Audits would be completed.
IG0014	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. This would generate income of £120k over a two year period from 21/22.	Does this mean moving Council Services to this site? Yes. Does this mean selling other properties? Yes. Is this a good time to sell? Need to be optimistic.
IG0015	Solar canopies at The Peak and Castlevie Park & Ride	Installation of solar canopies at The Peak and Castlevie 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. This would	It was noted that lack of cleaning reduces the efficiency of solar panels. It was suggested that there may be some additional income generation from offering cleaning services for solar panels.

		generate income of £139k over a four year period from 19/20.	
IG0016	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. This would generate income of £20k in 18/19.	

Efficiency Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £116k over a two year period from 18/19.	Would like clarification over what non-essential tasks are and how a reduction of these would impact people and communities.
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. This would save £30k in the year 18/19.	
E022	Reduce numbers of Education Central Support staff	Reduce the numbers of Central Support staff in the Education Team. This would save £100k in year 18/19.	Clarification that this doesn't mean SLAs and school admin/support staff What will schools/communities/people notice if there is a reduction in staff?

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. This would save £82k over a two year period from 19/20.	
E024	Demand analysis for younger children entering care	Identify and implement earlier interventions to reduce the number of children accommodated by local foster carers through better use of data and a review of current processes and governance. This would save £60k in the year 19/20.	What does this mean? Will the system work any quicker for children/families in the future?
E025	Reduce administrative staff numbers	Reduce administrative workforce through natural turnover. This would save £200k over a four year period from 19/20.	What level of post are we talking about here? Does it include middle or senior management posts? There isn't a huge range of levels in the admin posts. This would be through natural turnover i.e. when an employee leaves the post would not be filled.
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 apply greater scrutiny on the authorisation of overtime, ceasing all non-essential overtime and thereby reducing costs. This would save £100k in one year - 18/19.	If there are going to be staff cuts, won't more people have more work to do, therefore more overtime needed by some staff? If TOIL is the alternative won't that mean staff will lose hours and income? If TOIL is being taken by staff won't that mean that services will suffer because people are not working at particular times? Comment made about impact on staff who are reliant on regular overtime for mortgages etc.
E029	Council Tax income surplus	There is an anticipated Council Tax income surplus of around £200k in 2017/18. This revenue can be used to ease the immediate budgetary pressure.	
E030	Review advice services	Review existing structure of provision of Advice Services across the Council and	

		investigate opportunities for increased efficiency.	
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. This would save £50k in one year - 20/21.	This question is leading people towards agreeing. The question isn't well written.
E032	Review fleet	Reduce the number of Council vehicles, based on a full review of the fleet. This would save £30k in one year - 21/22.	Discussed the new fleet for Waste and it being 24/7. It was clarified that it was 7 days/week and 10 hours/day. Also noted the weather had impacted on collections. Clarified that this option did not include the Waste Fleet. Has this not been done before? Yes and it made a saving. However, need to do it again. Suggestion that move to environmentally friendly fleet.
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 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. This would save £50k in one year - 19/20.	It was noted that the price for Wellgreen is at an attractive rate. Why is the Thistles Car Park not included? The Council doesn't own the Thistles car parks.
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. This would save £430k over a 5 year period from 18/19.	
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. This would save £50k in one year - 19/20.	
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. This would save £116k over two years from 19/20.	
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 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	Reduce funding for Central Scotland Joint Valuation Board	Reduce Stirling Council funding for the Central Scotland Joint Valuation Board and alter the future terms of the Board's governance, including funding arrangements. This would save £40k in one year - 18/19.	

Fees and Charges Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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	Concern about the impact of this, based on experience from elsewhere - higher prices deters people from stopping. Also need to be mindful that Stirling is competing with others – Falkirk and Perth – cost of parking might mean people drive on.

		currently free of charge for Stirling Council personnel next to several Council office buildings, to generate income. This would generate income of £73k over a two year period from 18/19.	In terms of the rural area, people visit Stirling and do a big shop (not just for food) – this would add to the costs of these trips and using cheaper park and ride would be very cumbersome with a number of bags. This should be taken in to consideration.
FC038	Review Council concession policy	Cross-organisational review of concessions applied by the Council to fees and charges for its services, to ensure consistency in policy and implementation. This would generate income of £70k in one year - 18/19.	Option explained. No Comment.
FC067	Increase telecare charges	Increase charges - only for those who already pay for telecare - by £0.66 per week. This would generate income of £47k in one year - 18/19.	Will everyone then pay the same charges or does this related only to existing users? What about new users?

Stop/Reduce Options

<i>Reference</i>	<i>Title</i>	<i>Description</i>	<i>Comments/Suggestions</i>
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. This would save £55k over a two year period from 18/19.	Does this mean you will reduce the food menu from a 3 week to a 2 week one? No, it will be a reduction in hot choices. A question was asked about the amount of food waste currently. A commitment was given to provide this information to the person who asked the question.
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. This would save £50k in one year - 18/19.	
SR053	Revised partnership agreement with Sistema Scotland – Big Noise Raploch	Revised partnership agreement with Sistema Scotland from March 2018 for delivery of the Big Noise programme in Raploch. This would save £225k over a three year period from 19/20.	
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. This would save £200k over a four year period from 19/20.	The framing of this question is leading and is the review already underway? Therefore the question shouldn't be asking if the review is already happening.
			Don't reduce this as we can offer services that the councils can't (such as KAT)
			Does this mean a reduction in available money/grants to voluntary groups?
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. This would save £36k in one year - 18/19.	How will this affect the treatment of Japanese Knotweed? How much is the budget for dealing with Invasive plants? £10k per annum. If you don't do treatments and keep on top of it, in 5 years there will be a big problem. Is there no potential for the Council to train community members to do the the treatments. Individual communities should be encouraged to take responsibility for this.

SR058	Stop deep cleans of communities	Stop deep cleans of communities which are currently delivered on a recurring basis to maintain the cleanliness of areas of need to reduce costs. This would save £70k in one year - 18/19.	Option explained. No comment.
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. This would save £100k in one year - 18/19.	Have you found that there are services deemed unnecessary? Does this mean that everything will be centralised to Stirling? There needs to continue to be a reliable, two way form of communication between communities and the council. There are people in this service who understand remote/rural issues and we don't want to lose that. It appears that there is going to be an increase in some services and a reduction in others – how does this make sense?
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. This would save £100k over a two year period from 18/19.	Concern expressed that this includes cemeteries. It is important that the grass cutting at Breadalbane Park continues.
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. This would save £242k over a two year period from 21/22.	