	REPORT TO CABINET TO BE HELD ON 14 FEBRUARY 2016	
	Key Decision	YES
Corporate Priority: Meets all Corporate Priorities	Forward Plan Ref No	
	Cabinet Portfolio Holder	Cllr Helen Mallory

REPORT OF: DIRECTOR (NE) – 17/44

WARDS AFFECTED: ALL

SUBJECT: DRAFT FINANCIAL STRATEGY 2017 – 2027

RECOMMENDATION (S):

That Cabinet note:

- i. the feedback from the budget consultation;
- ii. that current projections estimate that the Council will be required to make further savings of approximately £2.1 million to balance the 2018/19 budget and some essential and priority capital schemes remain unfunded in the budget. An interim budget report for 2018/19 setting out the approach for balancing the budget and an update on the identification of any funding to progress the unfunded capital schemes will be presented to Members in September 2017;
- iii. Note the updated Treasury Management Strategy for 2017/2018, with the principal amendment being:
 - Clarification that the maximum investment limit for the Royal Bank of Scotland/National Westminster Bank, which are part of the same parent institution, is a collective £15 million whilst the UK Government owns more than 25%. National Westminster Bank are the Council's banking service provider.

That Cabinet Recommend to Council:

- i. The approval of the Financial Strategy, specifically:

- ii. the Revenue Budget for 2017/18;
- iii. a Council Tax increase of £5 for a Band D property (2.31%);
- iv. the Capital Budget and proposed new schemes for 2017/18;
- v. the optimum levels of reserves and use of reserves in 2017/18;
- vi. the Treasury Management Strategy and Prudential Indicators;
- vii. the Council's Pay Policy Statement contained, as required under Section 38 (1) of the Localism Act 2011;
- viii. the Council's Property asset Management Strategy

REASON FOR RECOMMENDATION(S):

Full Council must approve the 2017/18 budget and associated Council Tax level and fees and charges, which are incorporated within the Financial Strategy, at its meeting on 3 March 2017.

HIGHLIGHTED RISKS:

That the Council does not set a robust budget in 2017/18 or over the medium to long term.

1. INTRODUCTION

- 1.1 The Council's Financial Strategy comprises a 5-year revenue plan and a 10-year capital plan. These plans are reviewed annually and the Council's revised Strategy for 2017-2027 will be presented to Full Council for approval in March.
- 1.2 The key proposals for the revenue and capital budget were presented to Cabinet at its meeting on 19 January 2017. These included the proposed revenue budget including investment in priority areas, capital investment proposals, efficiency and other savings proposals, and associated Council Tax increases.
- 1.3 Cabinet were asked to agree that officers enter into a period of consultation on the budget proposals, in advance of the Financial Strategy being presented to Full Council in March 2017.
- 1.4 The purpose of this report is to:
 - Set out the draft Financial Strategy; which includes the proposed budget and Council Tax levels for 2017/18 as endorsed by Cabinet in January, the Treasury Management Strategy, Prudential Indicators and Pay Policy;
 - Summarise any changes made to the draft capital and revenue budget proposals since they were presented to Cabinet in January; and
 - Summarise the feedback received on the draft budget proposals in the period of consultation;

2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN

- 2.1 The proposals set out in this report impact on all the Council's Corporate Aims and Priorities.

3. BACKGROUND AND ISSUES

3.1 THE FINANCIAL STRATEGY

- 3.1.1 The draft Financial Strategy is attached at **Appendix D** to this report. **A completed, finalised version of this Strategy will be presented to Full Council for approval in March; however, the content in the final version will not change significantly.**

- 3.1.2 The Strategy incorporates the draft revenue and capital budget proposals as endorsed by Cabinet at its January meeting, along with the Treasury Management Policy, Reserves and Balances recommendations, Prudential Indicators and Pay Policy for 2017/18.

3.2 REVENUE BUDGET PROPOSALS

- 3.2.1 At the time of presenting the revenue budget report in January the savings target stood at £2.492 million. The savings identified at that time totalled £1.789 million and the budget proposed a £500k draw from reserves therefore in order to set a balanced budget £203k savings still needed to be identified.

- 3.2.2 The following savings options have been included within the budget proposals to bridge the funding gap:

- £61k additional savings from transformational change, taking the total target to £120k;
- £42k efficiency savings within the Home Improvement Agency service;
- £100k additional savings from car parking income, taking the total budget increase to £300k. A proportion of this income is already being achieved and the remainder is expected to be achieved through price increases. The car parking pricing proposals for 2017/18 were endorsed by the Council's member led Car Parking Review Group and Overview and Scrutiny Board before being approved by Cabinet;

- 3.2.5 The inclusion of the above savings will enable the Council to set a balanced revenue budget in 2017/18.

- 3.2.6 There have been no further changes to the revenue budget proposals.

3.3 THE LOCAL GOVERNMENT FINANCE SETTLEMENT

- 3.3.1 The provisional Local Government Finance Settlement (LGFS) was announced to Parliament on 15 December 2016. The budget proposals included within the draft Financial Strategy reflect those provisional figures.

- 3.3.2 The final LGFS is usually announced in early February however we have recently received notification from the Local Government Association that this year it will take place shortly after Parliament returns from recess on Monday 20 February, and that it is currently uncertain when details will be published by the DCLG.
- 3.3.3 It is considered unlikely that the final LGFS figures will be significantly different from the provisional figures and experience shows that the final figures are usually a slight improvement on the provisional allocations.

3.4 LOCALISED BUSINESS RATES INCOME

- 3.4.1 The LGFS sets out a baseline level of income that the Council retains under the localised business rates scheme. If the level of business rates generated across the Borough exceeds the LGFS baseline the Council retains a proportion of the uplift.
- 3.4.2 At the time of writing the January budget report the Council's share of anticipated business rates income was not known. Appendix A of the draft Financial Strategy now sets out the current business rate projections for 2017/18 and details that the Council's retained share of business rates are expected to exceed baseline by £809k. The Council's 2015/16 budget assumed that business rates income would exceed the LGFS baseline by £700k and this is reflected in the base budget position for 2017/18; therefore this amount of the surplus is fully committed to support the Council's revenue budget. A further £39k has been committed to fund the anticipated NNDR Collection Fund deficit for 2017/18.
- 3.4.3 A national business rates revaluation will come into effect on 1 April 2017. The Valuation Office has issued a draft ratings list for commercial properties across the Borough however the list will not be finalised until March 2017. The above figures are based on the values contained within the draft list. The rateable values within the final list will impact on the Council's projected levels of business rates yield and the level of tariff payable to Central Government. Due to the risks and uncertainties relating to the business rates revaluation the remaining £70k business rates surplus has been set aside as a contingency within the revenue budget.
- 3.4.4 If it becomes apparent that the contingency budget is not required the monies will be freed up and directed towards the areas of unfunded priority capital expenditure identified within the Financial Strategy.
- 3.4.5 In addition to the above surplus the Council will receive a dividend from the North Yorkshire Business Rates Pool if each authority within the Pool hit or exceed their business rates baselines in 2017/18. The revenue budget does not recognise the potential receipt of any pool dividends due to the uncertainties relating to the business rates revaluation and the settlement of business rate appeals across the pool. Any dividend received for the 2017/18 year will also be earmarked to progress the unfunded priority capital expenditure.

3.4 CAPITAL BUDGET

3.4.1 The capital budget proposals remain in line with the draft proposals presented to Cabinet in January.

3.5 CONSULTATION FEEDBACK

3.5.1 In January Cabinet agreed that Officers should enter into a period of consultation on the draft budget proposals. The consultation methods adopted for the budget have been as follows:

- All Members were invited to attend Members Forums, which set out the detailed budget proposals.
- A web based consultation page was established to allow people to provide feedback and details of the consultation.
- The Council's resident's panel have been informed of the Council's budget proposals, giving them the opportunity to provide feedback.
- Details of the budget consultation were circulated to Council employees.

3.5.2 87 responses were submitted via the web based budget consultation page.

3.5.3 The key opinions and queries noted from the feedback are attached at Appendix A.

3.8 RESERVES

3.8.1 Appendix F of the Financial Strategy sets out the Council's proposed optimum ranges for its levels of reserves and balances. These ranges have been maintained at 2016 levels and all reserves exceed their predetermined minimum balances.

3.9 PAY POLICY STATEMENT 2017/18

3.9.1 Local Authorities are required under Section 38(1) of the Localism Act 2011 to prepare and publish a Pay Policy Statement. The Statement must articulate the Council's policy towards the pay of the workforce, particularly those regarded on high pay and the lowest paid employees.

3.9.2 Each Local Authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers. The provisions of the Act do not seek to change this or to determine what decisions on pay should be taken, but they do require individual employing Authorities to be more open and transparent about their policies in relation to pay and how decisions are made in this regard.

- 3.9.3 Section 40 of the Act requires Authorities, in developing their Pay Policy Statement, to have regard to any guidance published by the Secretary of State. This includes the Communities and Local Government Guidance on Openness and Accountability in Local Pay and the Code of Recommended Practice for Local Authorities on Data Transparency. The requirement to establish and publish a policy covering pay arises from the Hutton Review of Fair Pay published in March 2011, which made recommendations for promoting pay fairness in the public sector by tackling disparities between the highest and lowest paid in the public sector.
- 3.9.4 The Act requires that Pay Policy Statements are produced annually and are considered by Full Council. Any subsequent amendments referred to in the Policy should also be considered by Full Council. The Pay Policy Statement contained within the Financial Strategy in many ways reflects the Council's current policies and practices governing workforce pay issues, which have been brought together in this Pay Policy Statement and will be kept under constant review.

3.10 TREASURY MANAGEMENT

- 3.10.1 The Council has an Investment Strategy which has been implemented over many years to maximise the return on the investment of funds whilst having regard to the security of investment; thus achieving optimum performance commensurate with the level of risk. It is stressed that whilst maximising income is the aim, the first priority is the preservation of the capital value invested.
- 3.10.2 To minimise the counterparty risk that exists a spread of investments is required together with a maximum investment limit at any one time with any one of the Institutions on the Council's counterparty list. In addition, as the ownership of financial institutions is complex and so that the Council is not over-exposed to 'ownership risk' a maximum Group investment limit has been implemented. This provides an extra layer of security to minimise the investment exposure.
- 3.10.3 A review of the minimum credit criteria and maximum investment limits applicable to counterparties has been conducted and there has not been any principal amendments made, save for the clarification in the recommendation above.

3.11 PROPERTY ASSET MANAGEMENT STRATEGY

The content of the Property Asset Management Strategy remains largely in line with that of 2016. The only principal amendment is to the Community Asset Transfer Policy, which has been updated to reflect the amendments to the Sale of Land and Property levels of authority contained within the Council's Constitution.

4. CONSULTATION

4.1 See section 3.5

5. ASSESSMENT

5.1 The headline proposals set out in the Financial Strategy remain largely unchanged, apart from the amendments set out in this report. The draft proposals and key messages are as follows:

Revenue

- A Council Tax increase of 2.31% (£5 for a Band D property), leading to a Council Tax requirement for 2016/17 of £8,326,499;
- Proposed efficiencies/savings totalling £1.992m;
- The balancing of the budget will rely on a £500k contribution from reserves;
- £192k mainstream budget provision for increased contributions towards essential and priority capital investment and borrowing costs;
- £250k one-off contributions to fund capital / one-off costs (the schemes being progressed are set out within the capital section below);
- £15k to provide a baseline budget for contributions to the Local Enterprise Partnership;
- £36k funding to address seagull issues across the Borough;
- A commitment to fund the following schemes from the Investment Fund:
 - £250k associated with the review of Public Conveniences
 - £80k MOT facilities at Dean Road Depot
 - £55k In Cab devices for refuse freighters
 - £105k Fleet Management system and implementation
 - £25k External support for the review of Dean Road / Manor Road depot facilities
 - £17k essential works at the crematorium

Capital

- Proposed capital expenditure in 2017/18 as follows :-
 - **Scheduled Vehicle and Equipment Replacements**
 - **Planned Infrastructure Works** (£100k replacement lighting columns, £3million Council contribution for Coast Protection works)
 - **Statutory Requirements** (Disabled Facilities Grants)
 - **Other** (£26k Scarborough Town Centre resurfacing works, £90k contribution towards the Phase 2 HLF funding bid for South Cliff Gardens, £251k for de-silting works at Peasholm, £70k for the relocation of Khyber Pass toilets Whitby, £30k for demolition works to a Council owned property on Royal Albert Drive, £20k for essential works at Peasholm and £50k for Scarborough Business Park road adoption costs)

- Capital requirements currently exceed available resources and the following essential and priority schemes are not currently funded within the budget:
 1. Essential works at Peasholm (required to maintain income streams)
 2. Priority works at the Crematorium (required to maintain income streams)
 3. Additional contributions to Coast Protection Works
 4. Cemetery provision across the Borough
 5. Town Hall Civic asset management works

Any future surplus capital receipts or other available monies will be allocated to progress the schemes in the above order of priority (with 1 being the highest priority). The interim budget report will provide an updated funding position for each of the above schemes.

Reserves

- All reserve ranges are deemed to be adequate

Policies

The Financial Strategy contains the following Policies and Statements:

- Treasury Management Policy Statement
- Prudential Indicators and Minimum Revenue Provision Policy
- The Chief Finance Officers Statutory Statement.
- The Council's Pay Policy Statement.

6. IMPLICATIONS

6.1 Policy

There are no policy implications arising from this report. An equalities impact assessment will be undertaken on all savings proposals included within the Financial Strategy.

6.2 Legal

There are no legal implications arising from this report.

6.3 Financial

The financial implications are set out in detail throughout the report and appendices to this report.

6.4 Staffing Implications

Any staffing changes resulting from the budget proposals will be closely managed and consultation will take place with Trade Unions. The Council has a strong commitment to try to minimise the impact on staff and number of compulsory redundancies by utilising natural wastage and providing some training for staff to support this.

6.5 Planning Implications, Environmental Implications, Crime and Disorder Implications, Health and Safety implications,

I have considered whether implications arise from this report and am satisfied that there is no identified implication that will arise from this decision for this Council.

Nicholas Edwards

**Nicholas Edwards
Director**

Author: Kerry Metcalfe

Telephone No: 01723 383542

E-mail address: kerry.metcalfe@scarborough.gov.uk

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Budget Consultation 2017/18

87 Responses were received

- Q1 Council Tax increase of 2.31% (which equates to £5.00 for a Band D property) is proposed for 2017/18. The effect of this increase on other bands is outlined earlier in the consultation. This will only be this Council's second increase since 2010 and will generate an additional £185,000 per year to fund and help maintain Council services. Do you agree that the Council should increase Council Tax for 2017/18: (please tick one box only)**

	Yes	%
Yes	61	70.9%
No	25	29.1%
	86	1.0

- Q2 The Council is drawing £500,000 from the Investment fund in 2017/18 to balance its budget. Do you agree that 500,000 should be drawn from reserves in 2017/18 to allow the Council to reduce the level of savings that need to be identified in the year? This will increase the savings target for 2018/19.**

	No.	%
Yes	65	75.6%
No	21	24.4%
	86	1.0

Any Comments:

It is not a prudent move to push difficult decisions into yet another year knowing full well they will still need to be made.

No

There seem to be some very odd expenses listed. I can't see how desilting at Peasholm can cost over £200,000. Most of the listed cost seem high. What is being demolished in 'buildings on Royal Albert Drive' I will never ever agree to the closure of more toilets

Yet again, SBC looks to Public Toilets for savings. This is a folly of magnitude.....especially in Filey where the Public use the Memorial gardens as a latrine !! That Peasholm Park is to cost some £280K is appalling. To clear silt to cost a cool £250K..One can only wonder....it was properly tendered for ?.Has SBC considered the value of the silt removed to be sold to Gardeners.....it must have some value, surely ? The Crem. is a different matter and is a MUST....is the sum allocated sufficient in view of the many problems over many years at the crem ? In view of the low level of inflation surely staff salaries can be kept to a sensible minimum ?

If the council uses reserve funding there is no need to increase council tax for 2017/2018.

A professional attitude should be adopted by council members to ensure that they are not taking money from this year's coffers to cover last year's failures. Suggest that a percentage of members are replaced by professionals in these fields.

People in Scarborough are struggling

what about the HUGE increase in business property taxes ? Also the new properties which are been built creating additional taxes

Council should not be gifting developers / operators £3.4 million from the Futurist site.

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Any Comments:
any short fall should be made up by central government and not passed to the council tax payers .All parking fines if not all ready going to Scarborough should go to Scarborough
They have to be confident that the 2018/19 savings are achievable
The public are already suffering from many years of zero wage increase, no interest on savings and higher costs for fuel, food and transport. Stop robbing the poor and giving tax breaks to rich corporations.
£172 a month council tax!!! I can hardly afford to pay it now!
The changes to the taxi MOT system cannot be economically justified.
Hold a referendum to increase the income significantly, while requesting that central govt increase income tax on earnings over £100k and reverse cuts to local authority budgets especially on education and social care
Save over £4million by not destroying the futurist and handing it over to a trust saves ready cash and no need to borrow any either
Why not look at the amount of tenants who either don't get charged or are under charged. Regeneration are like headless chickens and don't know anything if you ring or speak to them.
What capital reserves and assets does the council currently have that could be utilised? Councils across the country are known to be sitting on millions of reserves
The council tax is the most heaviest burden we have to pay. With best will in world we can pay only so much.
save more money by leaving the futurist theatre alone and let it be Renovated by a group that are interested in the renovation . Which will not cost the rate payers any money at all .Plus once it is open for business the Borough will benefit with people coming to shows spending money , hotels , B/B eateries ,taxis and shops . then council will start a saving by not having to subsidise the THEATER.
Consider reducing expenditure this year rather than taking money from reserves
People on disability benefits have no increase in benefits to pay more council tax its not possible to keep paying more
£250,000 from investment with a cancelation of Dean Road MOT dept (saving £80,000 which should be added to the aforementioned £250,0000
I only agree if the money is properly spent and not squandered as often been done in the past
You are simply robbing Peter to pay Paul by drawing from funds just to balance budgets. If householders did this we would severely criticised and told to live within your means
I think SBC has got its priorities wrong and am not convinced that this draw on reserves is necessary.
I have answered yes to drawing from the investment fund. However, there is insufficient information available to consider this a sustainable strategy, i.e. whether the savings target for 2018/19 could be achieved within permitted Council Tax rises in that year. Drawing from reserves receiving interest must be better than taking out higher interest loans.
In order to maintain and sustain local services for residents and tourists alike SBC needs to raise the level of CT above 2.31% .
SBC do need to review the priority of spends as some identified are not urgent e.g. gulls - implement on the spot finds for people feeding gulls/littering the area
See comments at end.

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Q3

Do you agree with the savings that have been identified by the Council which are outlined in Appendix A3?

	No.	%
Yes	62	75.6%
No	20	24.4%
	82	1.0

If not, which ones do you think the Council should not implement?

Reducing face to face contact is counterproductive when tax payers, locals and visitor contact the council. It also reduces local employment. We may wish to be a paperless, faceless, automated society but you are dealing with fallible, nervous, vulnerable humans. The local government must lead the way. As I get older I want more face to face contact not less. My children in their 40s also prefer contact with humans. One of the main advantages to face to face contact is the speed you can get a problem solved. I personally feel that the public have tried automated contacts and now want to speak to humans not machines.

Not a case of which it should not but additions that it should make. Go back and try again!

Toilets

not enough information

Cannot find appendix A3

The Council should come to terms that it has a duty to provide toilet facilities within the Borough, in this respect I object strongly to the closing of the Khyber Pass toilets at Whitby, the facility is much used by residents, tourists and workers, it doesn't need any capital expenditure just a modest amount of yearly maintenance.

You could save X amount from no demolition of the futurist and instead by half of the cost bring it back to life as a multimusic/theatre/cinema/show venue. Let Scarborough keep its heritage

Review all spending and publish a justification for all expenditure. Include salaries and expenses of all employees and councillors.

You are in an impossible position, your savings are as good or bad as any other

A lot of the savings are from staffing. Have you reviewed the pay of the staff who have taken on extra duties? As the council uses more and more electronic and non face to face systems, the staff who are left often need to upskill and take on more responsibilities. Have they been rewarded for this? The council choose not to implement the living wage but yet you still say you are the leader in equality and diversity? Would it not be better to scale back the capital projector a little bit so that staff are paid a fair and competitive wage.

leave it all as is

It would be helpful to know about overtime expenses. I am certain that overtime costs could be cut! I cannot believe the amount of time XXXX spends answering customer service and FOI queries. I am certain that she is paid "by the space" because much of the information she acknowledges even repeating! She answers questions that are not asked, requiring yet another query from the enquirer and another "paid for" reply. It also makes good sense to use the website and handouts to provide information to citizens which would cut down on calls for basic information, and visits from SBC staff which would be unnecessary if basic information was available on line or in print.

Efficiency savings are not always worth their while, electronic usage instead of face to face is something that most people would not take kindly to.

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

If not, which ones do you think the Council should not implement?
The ones I understand. I am afraid that in the main, this is a very technical topic and requires much more information and explanation to be confident that the answers given represent my views.
I could not identify the savings in the Appendices, not easy to follow. Spending on public conveniences should NOT be reduced. Annual savings of £36,500 per annum can be achieved in the seagull programme if the expert advice from John McEachen (letter in Whitby Gazette 27/1/17) and Graham Oliver - letter to council.is heeded.
Keep the Borough's public toilets - essential for visitors, desirable for residents.
I generally agree but you need to think outside the box e.g. planning - people applying for planning applications should be responsible for notifying neighbours - clearer signs can still be easily removed

Q4

Do you agree with the options being reviewed to balance the current £203,000 funding shortfall?

	No.	%
Yes	57	70.4%
No	24	29.6%
	81	1.0

If not, which one(s) do you think the Council should not implement?
There are a number of reduction listed that do not take into account the changing tourist market. Closing tourist information centres and knocking down toilets might have made sense 10 to 20 years ago but we are at the start of a new revival of the English Holiday industry. To close services that support visitors to the borough is typically short-sighted. We need to look forward not back.
need more information,
Do not increase parking charges. Stop borrowing money and use reserves. Seagulls are a natural part of a seaside town. Do not spend thousands on contemplating how to stop them living by the seaside. Do not take on costly responsibility to perform MOTs in Dean Road. Do not waste money on consultations for public toilets. Elected councillors can perform this task by engaging with their constituents. Remove the allocation for £514,000 for 'other pressures', which are not allocated.
Please see my comments on previous page
They should choose
However I am sceptical of the viability of the 'transformational' savings target that has been set. I cannot see what this is really based on.
You could save X amount from no demolition of the futurist and instead by half of the cost bring it back to life as a multimusic/theatre/cinema/show venue.
There must be other ways to save money. See above.
Again as good or bad as any other, none should be required
Don't demolish the futurist n save £4million
Parking schemes should be ran with the sole aim of improving parking in the area, not to simply raise money.
leave the Futurist alone saving £3.5 million.
Not sure. It is impossible to provide good feedback when we do not know whether all costs have been subject to new tenders.

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

<p>If not, which one(s) do you think the Council should not implement?</p>
<p>Paying for toilets £70,000 for toilets is a waste of public money</p>
<p>I certainly do not agree with the SBC spending £36,000 on killing seagulls. This is a cruel and unnecessary intention and was stopped, several years ago on those grounds. I go to Scarborough regularly and have done for over 25 years and can see no reason for this expenditure. I would not support this action even if funds were plentiful and feel that financially or morally, there is absolutely no justification for this expenditure. Absolutely not. Regarding the £15,000 in respect of the Local Enterprise Partnership, what is it and what are the benefits derived from it?</p>
<p>Parking Charges increases are not the answer. We need to be attracting tourists not putting them off by charging exorbitant prices for the privilege of visiting our coastal towns. Also, what about locals who need to come to Scarborough or Whitby to do shopping and visit friends and family all year round. We pay the Council tax and therefore should not be charged again for carrying out daily life. We are in fact paying Council Tax twice.</p>
<p>£100,000 increase in parking income probably means increase in fines issued. The parking system in Whitby is a farce and very difficult to interpret by locals and visitors alike. £61,000 transformational savings mean reduced face to face contact with ratepayers. Many people, particularly the elderly and vulnerable, find electronic interface difficult to handle. The new Customer First office in Whitby is difficult to access now it has moved from the Langbourn Road TIC. I consider that this question has been phrased in a difficult way to understand. I suggest you do not issue as many fines. Parking income could be increased by encouraging drivers to park tidily then more cars can be parked and more parking charges paid.</p>
<p>Unlikely these will work, need a better strategy</p>
<p>If you have said that you would prefer that some of the savings proposals identified in the budget proposals should not be implemented please answer the following question: The Council is required to set a balanced budget and therefore if some of the savings are not implemented then others need to identified. Do you have any suggestions as to how the Council could save money and / or increase income?</p>
<p>stop the councillors double dipping</p>
<p>let some of the top paid officers go as with the run-down of council holdings they are not needed.</p>
<p>Please see my previous comments. A saving of £1m can be made immediately by not looking for ways to spend money. Also, seriously consider reducing councillors automatic right to allowances by a couple of thousand pounds per councillor.</p>
<p>Reorganization of park and ride: 1/close seamer road site from October to March inclusive, close Filey road site permanently. Reduce bus size by 50%. Reduce frequencies of busses from 12 to 30 minutes maximum. The rate payers shouldn't foot the bill for demolition of Futurist, this is unheard of in the construction industry, Who would be responsible in the likely event of collapse and landslide of the buildings to rear of Futurist? The purchaser of the site should bear ALL the costs. Hence the need for professionals to replace councillors</p>
<p>Reduce the expenses threshold for councillors. Reduce bureaucracy and streamline overly complicated business processes. Seek additional funding streams by more effective marketing of the area on a national level.</p>
<p>Council should not be gifting developers / operators £3.4 million from the Futurist site.</p>

APPENDIX A

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

If you have said that you would prefer that some of the savings proposals identified in the budget proposals should not be implemented please answer the following question: The Council is required to set a balanced budget and therefore if some of the savings are not implemented then others need to be identified. Do you have any suggestions as to how the Council could save money and / or increase income?

Stop car parking charges. Save all costs of charging for parking. Draw a boundary of inner Scarborough and ask all business in that boundary to declare turnover at date x then turnover a year later. These businesses then pay a tax on this increase in turnover to make up for loss of parking charges. Free parking in town will bring in more business.

Raise the council tax and lobby for an end to austerity, it is not good for Tories and business interests as well as having diabolical consequences on the working poor or those unable to work

You need extra income. Charge extra for motor homes which are dumped on streets for 11 months of year. The amount of cars parked free at this time of year is made. Have a residents pass charge for it.

Manage staff time and performance! Much time wasted in job performance. A performance study would be worth the money, as there seems to be no real oversight into effectiveness of performance. Efficiency is certainly lacking.

Demolish the Futurist ASAP and charge Flamingo Land proportionally. Increase the usage of the Spa for conferences and trade shows, ie cars, motor-cycles etc .

Perhaps the Council might want to consider reducing expenses by reorganising the Park & Ride bus services. It seems difficult to justify a whole bus carrying one passenger, or no passenger at all, at the frequency these buses run. I think Bridlington town Council did something about this service.

I feel that money could be saved on reducing the number of functions and visits by officials including the number of meetings held etc. Much can be done by telephone conferencing and twinning towns should stop.

Remove travel expense payments and meeting attendance payments to Councillors. Attendance at meetings should be on a pro-rata basis - if it affects the councillor's ward then they should attend. Not just turn up when it suits and when they can get paid for attendance.

I suggest you re-visit the management of the Tourist Information Centres in the main coastal towns, run them more efficiently to generate income from sales of high quality goods. Tourism is the main earner for this area. ENCOURAGE AND SERVE VISITORS in all areas of the borough including Staithes and other outlying areas.

Reduce spending on individual buildings (e.g. Scarborough Spa, Futurist Theatre demolition, Water Park) and concentrate on infrastructure, particularly coastal defences. Spend less on Scarborough town compared with the rest of the borough.

Scarborough should have a "Parish" precept as per other areas and take over management of issues as per other parishes. Senior management should have limits set on salaries and pensions A review of Councillors payments required, particularly where on 2 Councils Open Whitby Park & Ride all year, but using local buses out of key holiday periods Work much closer with other Councils to reduce duplication

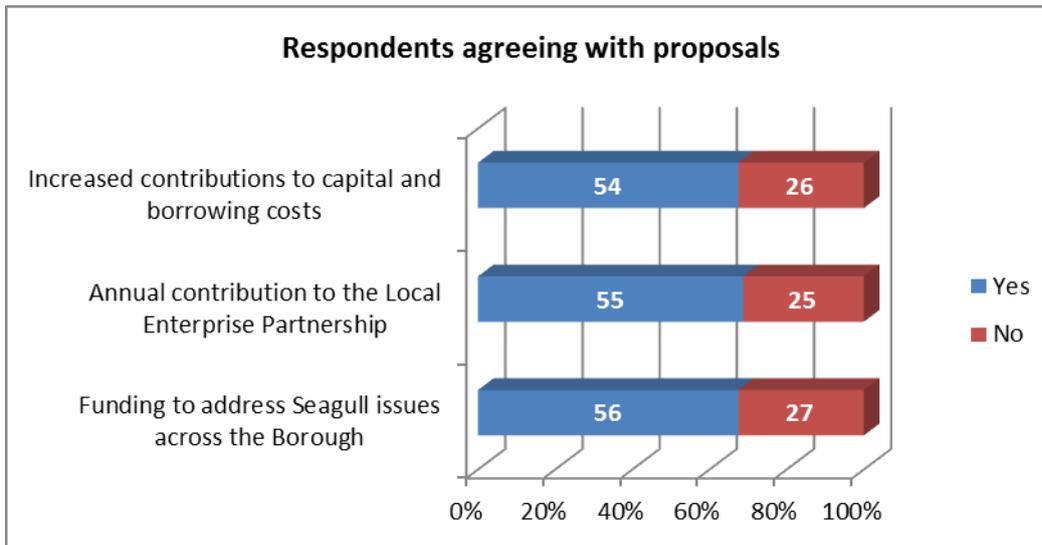
FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Q5 Do you agree with the Council allocating one-off funding to the following priorities?

	No.	%	
Increased contributions to capital and borrowing costs - £192,000.	Yes	54	67.5%
	No	26	32.5%
		80	1.0

	No.	%	
Annual contribution to the Local Enterprise Partnership - £15,000	Yes	55	68.8%
	No	25	31.3%
		80	1.0

	No.	%	
· Funding to address seagull issues across the Borough - £36,000	Yes	56	67.5%
	No	27	32.5%
		83	1.0



APPENDIX A

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

The 2017/18 budget looks to earmark funding for the following schemes. Do you agree with the investment of capital resources in the following schemes :

		No.	%
· Town Centre Resurfacing - £26,000	Yes	65	79.3%
	No	17	20.7%
		82	1.0

		No.	%
· South Cliff Gardens - £90,000	Yes	49	58.3%
	No	35	41.7%
		84	1.0

		No.	%
· Peasholm Lake de-silting - £251,000	Yes	51	61.4%
	No	32	38.6%
		83	1.0

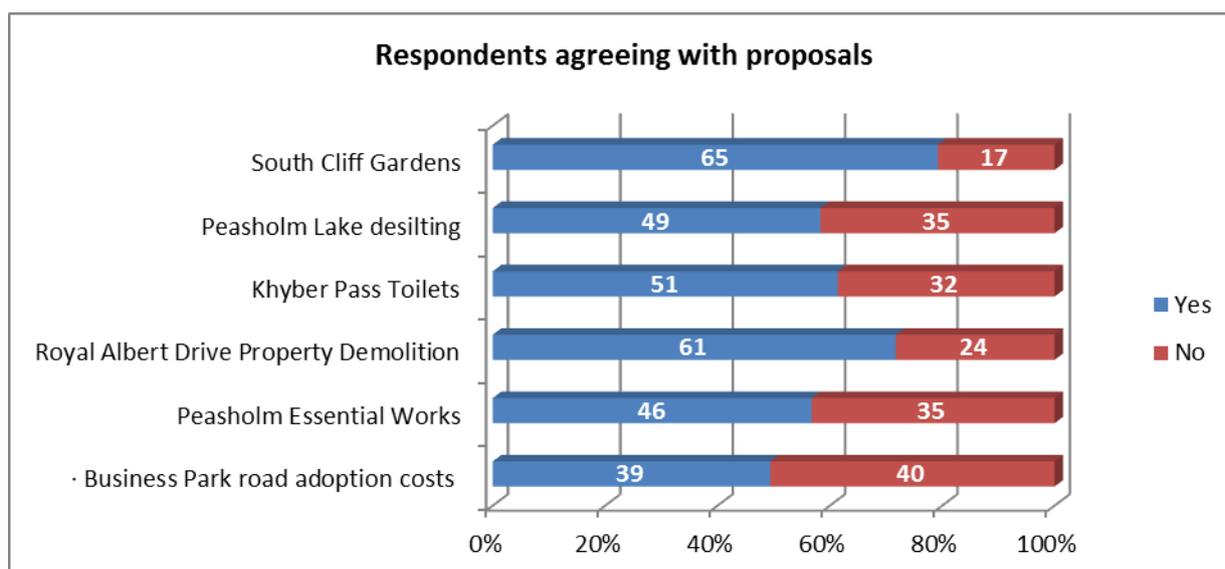
		No.	%
· Khyber Pass toilets - £70,000	Yes	61	71.8%
	No	24	28.2%
		85	1.0

		No.	%
· Royal Albert Drive property demolition - £30,000	Yes	46	56.8%
	No	35	43.2%
		81	1.0

		No.	%
· Peasholm essential works - £20,000	Yes	72	87.8%
	No	10	12.2%
		82	1.0

		No.	%
· Scarborough Business Park road adoption costs - £50,000	Yes	39	49.4%
	No	40	50.6%
		79	1.0

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS



Q7 Funding has not yet been identified to progress the following priority schemes. Do you agree with the investment of capital resources in the following schemes (should funding become available) and the order of priority that has been suggested?

	No.	%
Yes	56	81.2%
No	13	18.8%
	69	1.0

Q8 Funding has not yet been identified to progress the following priority schemes. Do you agree with the investment of capital resources in the following schemes (should funding become available)?

	No.	%	
Essential works at Peasholm	Yes	72	87.8%
	No	10	12.2%
		82	1.0

	No.	%	
Priority works at the Crematorium	Yes	76	92.7%
	No	6	7.3%
		82	1.0

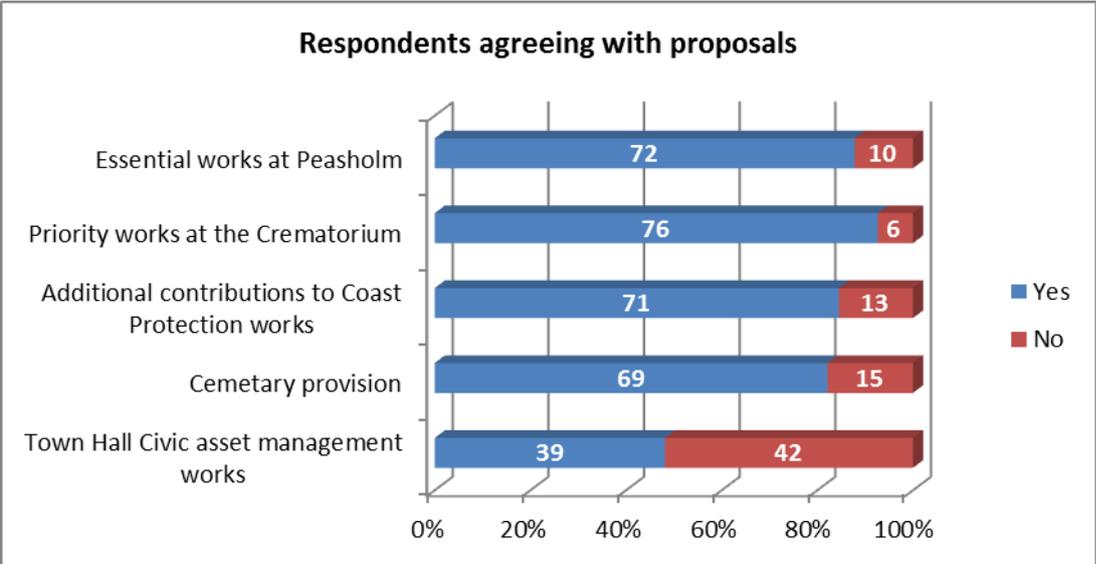
	No.	%	
Additional contributions to Coast Protection works	Yes	71	84.5%
	No	13	15.5%
		84	1.0

	No.	%	
Cemetery provision	Yes	69	82.1%
	No	15	17.9%

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

		84	1.0
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		No.	%
Town Hall Civic asset management works	Yes	39	48.1%
	No	42	51.9%
		81	1.0



FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Comments
<p>Its time Scarborough Council looked into using voluntary labour like the National Park does to fulfil some of its work load. The problem is that the Council is run by politics whereas the NP there are no politics, everyone is equal . No one gets paid. A huge difference. And everyone has an equal say when it comes to volunteering. People love to volunteer , give them a chance and it will open your eyes as to what residents are really capable of.</p>
<p>the last is too vague</p>
<p>It is essential that we look forward not back when considering tourism. Tourism in England with the English staying at home and the Euro zone getting a good exchange rate Tourist are coming back. We need to invest in making the borough a must visit area. Not the most expensive tourist destination in Yorkshire and the wider North East. I know because I am always shocked at how cheap it is to swim in public pool, and park outside the borough. We need more things like Freddie Gilroy to attract tourist and like in South Shields parking with the first hour at 1p per minute with a minimum of 10p. This allows visitors to view attractions, take a short walk and move on. Financial Scarborough need a complete re-boot.</p>
<p>£26,000 to repair the town centre? So far the improvements are worse than they were before. It's a mess. Can't see that the cost of flying a hawk near the herring gulls costs £36,000.... and I think egg and nest stealing is cruel. Can't see how an increase in the already extremely expensive cremation can be justified. What improvements does the cemetery require? What demolishing is to be done on the Royal Albert Drive? £90,000 to be spent on the South Cliff Gardens? And they will probably slide slowly seawards- the paths already seem to be cracking and going that way. Is the £90,000 to 'prop' them up?</p>
<p>There seem to be several priority works listed for Scarborough but only one for Whitby. Sadly this is why Whitby residents often complain of being considered the 'poor relation' and have such a negative attitude towards Scarborough Borough Council.</p>
<p>Reduce number of councillors and recruit new members with specific qualifications, i.e.. Structural/ civil engineers, QC,s, QS, and other planning/ costing professionals.</p>
<p>None</p>
<p>The cost of de-silting Peasholm lake seems very high, what tendering process and due diligence review has taken place to ensure value for money?</p>
<p>yes my main concerns are 1 the ever increasing costs from this council 2 do not consider the local residents ie parking fees , selling off assets too cheaply 3giving pay increases to top management 4 I could go on</p>
<p>A lot of money is being spent on resurfacing Westborough when it was clear when the original scheme was designed and implemented that, while decorative, it was completely unsuitable for the levels of footfall and not fit for purpose. It was uneven, hopeless to walk on in heels, difficult for people with mobility or sight problems and prone to damage leaving it needing frequent repair to not be dangerous for pedestrians. This lack of forethought when the scheme was designed has now resulted in money having to be spent to provide more fit for purpose paving which is what should have been laid in the first place.</p>
<p>The Government continues to punish the public sector across the Board year on year and regrettably the Country sees this as the norm which needs to be addressed before public services deteriorate beyond recovery and fail to provide what is expected of them. I note that the increase of 2.31% keeps up with inflationary pressures and increases of income of 2% are touched upon a number of times yet, once again a figure of 1% for a staff pay award is mentioned and budgeted for which expects the ever reducing number of employees to absorb the same workload for a real world pay cut of circa 25% since 2008!. Clearly NYCC will increase their element of the Council Tax although as a Whitby Town taxpayer I would expect the Whitby Town Council precept to be frozen or better still reduced to reflect what statutory duties they actually are required to execute.</p>
<p>Why does the council persist in this ridiculous Celebration of Success event year on year. Council officers get paid to do their jobs well they don't need a patting on the back exercise at the expense of rate payers. Crematorium works should include work that increases revenue not simply maintains it.</p>

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Comments
<p>Feel very strongly that the pay and display parking throughout the borough ,including cliff top parking especially in Whitby should run for 12 months of the year as the disc scheme which directly affects the local population runs all year. A valuable opportunity for a source of income is therefore being missed by the borough.</p>
<p>The regeneration of Peasholm is a huge project and should be taken on by county or central government as this a national treasure and the town people need helped with this asset. Steps should be taken for independent funding as this is a special case and goes outside the councils domestic finances. The place is over hundred years old and needs cultural input from national bodies such as English heritage and the National trust, I feel its status should be given a boost to more national importance as it was a unique forward thinking and innovative project in its day one of the first public themed gardens .we should blow or trumpet and be proud we have it The Seagulls are ruining business's in Scarborough and costing more than 30,000 in real terms its an epidemic A natural predator needs to introduced to eat the sea gull eggs perhaps which will keep numbers in check. .They need to be humanely culled once and for all, they are not endangered in Yorkshire as far as can see. Cutting their food source is key. A much needed program of education in food waste management is needed. We have to stop feeding them which is what we're doing from the tips to the chips. use the Khyber pass toilet money to tackle this. Its costing the town dearly a lot in lost tourist revenue. We need a specific food collection service direct from outlets daily to begin with were the education can be implemented Households need to be directed to the importance of not leaving bags out but putting them in wheelie bins, only diligence by everyone will stop the food source. this will save hours of man hours clearing up after them and saving the cleansing department budget .Then we can concentrate on other essential work like de-silting Peasholm</p>
<p>I believe in making appropriate savings but it the Council is having to continually stretch its depleting resources, Councillors within the council should make it clear to the Government that this cannot continue. It looks good on the books for short term savings but long term costs will increase due to neglect of services.</p>
<p>If there was evidence that comments from panel members such as me were taken seriously and acknowledged there may be more incentive for us to be more constructive.</p>
<p>All of these works are pathetically small for a borough of our size. We need infrastructure investment throughout the borough and on the A64. This government is fundamentally wrong in all of its economic thinking and actions. Read anything from the New Economics Foundation.</p>
<p>Save £4million of money you don't have by saving the futurist</p>
<p>What about the directors expenses? Can these be reduced to save money? Could your finance teams take on outside work? Do you promote home working/hot desking? Do you invest in your staff, it mentions staff management for managers and supervisors, but what about ordinary staff? Well trained and satisfied staff perform better. Training also means staff become less institutionalised. You should invest in your most important asset, if you don't performance will drop alongside moral, which can lead to sickness and they will leave. Could less time be wasted on complaints and questions if staff were trained on how to produce informative and well written communication.... Possibilities are endless.</p>
<p>A review of all potential assets should be undertake and the public made aware of what assets and reserves the council has for future use</p>
<p>Just what is the town hall works, I think with the council's purchasing power you can reduce these costs</p>
<p>sorry not printable.</p>
<p>It would have been helpful to know which of the projects (like Open Air Theatre, silting Peasholm, recycling, etourism project, etc) have been out to tender recently. It seems likely that the etourism project could be carried out in a much less costly manner, along with other projects aforementioned. I am certain that efficiency studies would cut costs and overheads..... Much time is wasted in unnecessary communications and lack of accountability.</p>
<p>The council is just wasting money on things residents shouldn't have to pay for when Peasholm park is a tourist attraction they should pay not the residents</p>
<p>NO...</p>

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Comments
<p>So long as the money is spent wisely and not squandered and used over the whole area not just Scarborough</p>
<p>I have objected to the works earmarked as they are all in Scarborough. There are other places in the Borough that need urgent work but money is not distributed fairly being centred on Scarborough and then mainly on the centre. When I worked for a council, each department was allocated a certain amount of funds each year. This amount depended on the department having spent its full allocation the previous year. If they did not spend all the money allocated, their funds for the following year would be reduced. This resulted in unnecessary expenditure and a great deal of waste. Can you assure me that this system is no longer used. Second homes, throughout the borough, should have their council tax raised considerably. This would increase the council's receipts, free up more properties for permanent homes and help revitalise the borough. There is no indication as to why expenditure on the Khyber Pass toilets should be as much as £70,000. Is the SBC getting value? More money should be spent on more toilets throughout the borough. This is a basic requirement of any civilised society. No money should be spent on killing the gulls in Scarborough or anywhere else.</p>
<p>You need to take a good look at Whitby. Why are they always the poor relations?</p>
<p>1. This has been a very difficult survey to complete and I'm sure many people will have given up. 2. The questions are posed in such a way that sometimes there cannot be a yes/no answer because the choices are then too many and some I would like to say yes and others no. 3. The short timeline to complete this survey is a disgrace. I hope that SBC Councillors and Officers are aware of the growing dissatisfaction/anger and frustration by all citizens across the Borough. This 'consultation' could have been so much more user friendly and given everyone a chance to really express their opinion instead of being faced with confusing yes/no options. The 2017/18 budget is very important to ratepayers and they should be given more time to consider this. I am pretty sharp and it has taken me much more than an hour to complete survey this taking into account the information given and considering my responses. The references to the Appendices is not clear, there is no summary to refer to. 4. I think this is a very cynical exercise to tick the 'consultation' box and then go ahead with whatever decision has already been taken by the Directorate. The Cabinet is a smokescreen to pacify electors and any regulators. Cabinet usually rubber stamps any decision taken by the Directorate. 7. In the capital budget of £537,000, £467,000 is allocated to Scarborough projects and only £70,000 to Whitby with the Khyber Pass Toilets. This project is mismanaged. The original building should be repaired/restored. I very much doubt that there is a buyer out there who will take on a semi derelict building. What could be done with it? Why not spend the allocated funds to repair/refurbish the building to the required standard for public toilets in an attractive Edwardian building. In another statement £250,000 funding is allocated for public conveniences. £70,000 is allocated to the Whitby Khyber Pass toilets. Where is the remaining £180,000 allocated? I have not been able to identify this. THERE IS NO ALLOCATION FOR ANY FUNDS FOR THE MASSIVE PROBLEM WITH WHITBY PIERS DETERIORATION. I cannot see a breakdown in the Coastal Protection Fund spending as to how much would be spent in Whitby. £4m has been allocated to demolish to Futurist Cinema - surely the responsibility of the purchaser/developer of the site and not the ratepayers of SBC. That £4m would be just the right sum for the outstanding funding required for the first phase of the Whitby Piers project, bearing in mind the £4.8m grant from the Environment Agency already received by SBC for this programme. 8. The unfunded Priority Schemes question. Impossible to answer the first question when the second part had 5 schemes. Coastal Protection is No. 3 in a list of 5. It appears that 'maintaining income streams' at Peasholm Park and the Crematorium (the first 2 priorities) is more important than improving coastal protection to save lives and properties. 9. Business Park road adoption costs - £50,000: It was only when I went back to double check I identified that this Business Park is SCARBOROUGH Business Park. Whitby Business Park is going to have additional units and is being marketed. Road infrastructure has to be improved in Whitby but does not appear to be in the 2017/18 budget. I had to change my answer from yes to NO!</p>
<p>This is all about Scarborough Town's needs</p>

FEEDBACK RECEIVED FROM THE CONSULTATION PROCESS

Comments
<p>The MOST URGENT CAPITAL WORK IS WHITBY PIERS. The Council has put the work off for many years and therefore the work will now be much more complex. When the piers fail the harbour and town will be unprotected. The Council will lose the income from the Marina immediately. The new kiosks on Pier Road will be washed away. The town's attractiveness as a holiday resort will be much reduced leading to fewer visitors and less income for the Council. Other urgent work is needed to replace railings washed away in Whitby and Scarborough this winter. The Borough's main industry is tourism, sea defences are not an optional extra.</p>
<p>This survey would have been easier to do if: 1. there had been links from individual questions to the relevant parts of the budget and appendices, 2. the contrast and size of the text had been greater and the line lengths shorter to make reading it easier and more comfortable.</p>
<p>I am appalled by this consultation process, if it can in fact be called such a thing - I have just returned from holiday to find this document, but even if I had been at home, giving someone less than 6 days to read, digest and review this is impossible. This questionnaire is unlikely to be completed by many people as it is not easy to read or understand with the information given unclear, and I am sure many Councillors would also find it difficult - I would like to know how many have completed the questionnaire? I find the Council's idea of critical projects very worrying, and yet again delaying urgent repairs to Whitby Piers until 2019/2020 extremely concerning, particularly as the repairs do not appear to cover the critical points identified in the 2002 & 2009 reports - why was this money wasted on reports when no follow up was carried out? How can the businesses and homes in this area be put after many of the other projects proposed? The lack of maintenance in the Borough is of a major concern, and the need to build public toilets in an area that routinely floods in Whitby beggars belief, even if SBC then does not have to pick up the bills in following years, surely it is better/cheaper to refurbish the existing toilets? The closing/downsizing of the TIC's also is very worrying in an area very dependent on tourism and is likely to prove a retrograde step, as well as not achieving the savings claimed. The 2017/18 budget is very important to ratepayers, if this questionnaire had been advertised and used properly it may have proved to be of benefit to the Council rather than another waste of money. I hope that SBC Councillors and Officers are aware of the growing dissatisfaction, anger and frustration felt by all citizens across the Borough.</p>
<p>Don't forget about, or ignore the dire state the Mere is in, at the moment. Is there any cash pots that could do some emergency work asap?</p>
<p>This consultation has been made at very short notice and has not been well advertised. The information provided about plans and proposals is often unclear, and seems sometimes to be incorrect, perhaps through careless errors. For example, on page 1 of the consultation, in the section on Revenue Budget, government cuts of £819,000 plus new homes bonus allocation cuts of £176k are said to result in a funding shortfall of £2,492 (this seems to be a careless error for £2,492,000, the figure cited on the website page leading to the consultation). The figures make no sense at all. £819,000 plus £176,000 equals £995,000, not £2,492 or £2,492,000. If it's the lower figure (£2,492), why all the fuss? It's the larger figure (£2,492,000), where has the additional £1,497,000 come from? The woolly phrase "along with unavoidable cost pressures" is not an adequate explanation. In Table 6 of Appendix A, which is captioned "Summary of Funding Gap for 2017/18", the £176k for new homes bonus allocation cuts can be identified, but the figure cited for government cuts in the consultation (£819,000) is not present. Nothing in that table adds up to £995,000. The figure £1,497,000 appears nowhere in Appendix A. Another example. The consultation and ancillary documents state that £250,000 has been allocated for a review of public conveniences. If this is accurate, it beggars belief. £250,000 on a review sounds like extreme navel gazing. Surely that money should be spent on actual repair and improvements rather than a review. I suppose the wording is simply infelicitous, and repairs and improvements are indeed what is planned, but how can the consulted public be expected to mind-read this through such unclear and misleading language? Citizens cannot reasonably be expected to comment on proposals when the background information is so poorly presented.</p>

Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	February 2017	That the Council does not set a robust budget in 2017/18	Potential overspends and unforeseen draws from reserves in 2017/18.	<ul style="list-style-type: none"> ▪ Review of savings proposals to ensure that they are achievable. ▪ Regular programme of budget monitoring. ▪ Budget holders taking responsibility and ownership of their budgets and signing off procedures 	B4	B4	HFAM / CFM	None
2	February 2017	That the decisions made in 2017/18 negatively impact future years revenue budgets.	<ul style="list-style-type: none"> ▪ Unsustainable revenue budgets in future years. ▪ Unplanned draws from reserves ▪ Cuts in service 	Financial Strategy and long term budget planning	B3	B3	HFAM / CFM	
3	February 2017	That the Council's capital resources are insufficient to fund essential and desirable capital works	<ul style="list-style-type: none"> ▪ Health and Safety issues. ▪ Increases in the cost of responsive repairs ▪ Increases in unsupported borrowing ▪ Pressure on future year revenue budgets 	<ul style="list-style-type: none"> ▪ Priority schemes identified ▪ Future capital receipts earmarked for priority schemes ▪ Unsupported borrowing of £1.5 million factored into 17/18 budget to progress priority schemes ▪ Budget growth factored into future year revenue budget plan to fund further increases in 	D4	B4	HFAM / CFM	Obtain accurate costings for all priority schemes and factor into long term budget plans

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
				unsupported borrowing				
4	February 2017	That the Council has insufficient resources in future years to fund current service levels	<ul style="list-style-type: none"> ▪ Cuts in front facing services ▪ Staffing reductions ▪ Increased budget risk ▪ Draws from reserves 	<ul style="list-style-type: none"> ▪ Financial Strategy and long term budget plan ▪ Early identification of savings requirements ▪ Prioritisation of services 	E4	E2	DT / HFAM	Prioritisation of services and medium to long term strategy for budget reductions.
5	February 2017	The Council's share of localised business rates income is negatively affected by the final revaluation list	<ul style="list-style-type: none"> ▪ Less resources for the Council ▪ Higher level of savings needed to balance future year budgets ▪ Collection Fund deficits in 2017/18 	<ul style="list-style-type: none"> ▪ Close liaison with the Valuation Office ▪ Surpluses identified in draft list set aside as a contingency 			CFM	Review the final list as soon as it is issued