



REPORT OF THE LEADER OF THE COUNCIL

REDEFINING YOUR COUNCIL: TRANSFORMATION AND SPENDING PROPOSALS 2015/16 - 2017/18

Purpose of the Report

1. To provide a progress update on the ***Redefining Your Council*** programme.
2. To highlight the scale and the causes of the financial challenge faced by the Council.
3. To provide direction of travel statements for each of the four main transformation portfolios: Adult and Health, Children and Culture, Place and Resources, and Cross-Council.
4. To seek approval to implement category A proposals as defined in the report.
5. To seek approval to consult on category B and category C proposals as defined in the report and a potential increase in Council Tax.

Information and Advice

Redefining Your Council

6. In response to an unprecedented financial challenge caused by ongoing reductions in Government funding, increased demand for services, many for the most vulnerable, and the impact of legislative changes such as the Care Act 2014, a new transformation framework, called ***Redefining Your Council***, was published earlier in the year.
7. This strategic framework encourages an innovative approach to transformation and is underpinned by the core values as set out in the Strategic Plan: Treating People Fairly, Value for Money and Working Together.
8. Following approval of the framework by Policy Committee on 2 July 2014, a Council-wide review has been undertaken based on a strategic, logical and coherent approach to transformation. This review covered every aspect of Council activity with a particular focus on high-cost services.
9. The focus of ***Redefining Your Council*** is to seek ways to deliver services in the most cost-effective way through innovative and creative solutions before any service reductions or cessations are considered. However, it is important to

recognise that the magnitude of the budget shortfall means that a reduction in overall service level is inevitable, given the scale of the financial challenge faced by the Council and the whole of the local government sector. Where service reduction is unavoidable, it will be determined through a clear rationale based on the priorities, values and objectives of both the Strategic Plan and ***Redefining Your Council***.

10. As a result of this process, each and every Council service has been comprehensively reviewed resulting in a range of Options for Change across the four transformation portfolios. An ongoing annual review and evaluation process will now be undertaken to ensure that services continue to be delivered at the most appropriate level and in the most cost-effective way. This annual process will also ensure that the costs of central services are kept to a minimum based on comparisons with similar Councils.

Financial context

11. In the last two years, the Council has approved and delivered savings of more than £80m however, there remains an estimated budget shortfall of £77m over the next three financial years.
12. This report sets out a three-year financial forecast, recognising the uncertainties that surround local government funding. Currently there is a lack of clarity regarding Government funding beyond 2015/16, and although the direction of travel indicates further constraints, it is unlikely that there will be any detailed announcements before the General Election in May 2015.
13. The report to Council in February 2014 forecast a budget shortfall of £77m for the next three years. The breakdown of this shortfall is shown in Table 1 below:

Table 1 – Three-Year Financial Forecast

	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Cost pressures	6.7	5.6	5.6	17.9
Pay and non-pay inflation	6.4	6.9	14.9	28.2
Reductions in Government funding	31.4	24.9	13.7	70.0
Impact of reserves and revised assumptions	10.1	(1.2)	(1.8)	7.1
Savings identified to date	(28.7)	(17.2)	-	(45.9)
Total shortfall	25.9	19.0	32.4	77.3

14. Major planned policy and regulatory changes from central Government will bring additional burdens for the Council. The Care Act 2014, a significant piece of legislation, will have a major impact on the Council and will generate additional costs which are currently being modelled and estimated. Whilst this work is not yet finalised, initial estimates suggest that this may amount to upwards of £40m per annum from 2016/17 onwards.

15. The extent to which these costs will be met nationally as new burdens is not yet fully understood. Every effort is being made to ensure Central Government is fully aware of the scale of this new burden and the severe implications if it is not appropriately funded.
16. Work has continued on the integration of Public Health since its transfer from the NHS in April 2013, particularly to identify areas of potential duplication with existing Council services and maintain the long-term aspiration of improved Public Health outcomes. Since setting the budget last February, issues have arisen that have challenged our expectations on the realignment of the Public Health grant and work is ongoing to assess the impact of these changes.

Tackling the problem

17. The Council needs to undertake a series of measures to close the £77m shortfall. The ***Redefining Your Council*** review process has generated a number of Options for Change that will deliver a proportion of the required savings.
18. These savings proposals, broken down by portfolio, are detailed in Appendices 1-3 of the report. Table 2 below provides a summary of these savings proposals by Committee.

Table 2 – Summary of Committee Savings Proposals

Committee	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Children & Young People	2,148	1,467	4,680	8,295
Adult Social Care & Health	1,470	8,238	4,631	14,339
Transport & Highways	425	743	1,115	2,283
Environment & Sustainability	1,344	33	0	1,377
Community Safety	66	0	0	66
Culture	100	449	616	1,165
Policy	814	578	815	2,207
Finance & Property	322	165	0	487
Personnel	0	184	0	184
Total	6,689	11,857	11,857	30,403

19. For the purpose of consultation and to allow the most efficient implementation, the options have been categorised as follows:

Category A

These are proposals which, if approved, can be implemented immediately after normal internal consultation processes have been completed in accordance with HR policies and legal requirements. The report seeks approval for implementation of all the Category A proposals.

Category B

Approval is sought in principle for these proposals which will be subject to consultation with stakeholders and partners prior to implementation. It is

anticipated that approval to proceed will be sought within the 2015/16 budget report unless an earlier decision-making process is approved.

Category C

These proposals will require statutory consultation prior to implementation. Approval to proceed will be sought within the 2015/16 budget report, or later as appropriate. Proposals in this category are likely to be subject to change as a result of consultation and subsequent refinement.

20. It is important to emphasise that the process of review will need to be an ongoing process and further proposals will continue to be developed in accordance with this framework to address our ongoing challenges. These will be taken to the relevant Committee for approval with all appropriate consultation carried out.

Financial planning

21. At the same time as developing options for change, some of the Council's financial planning assumptions will be revisited. This will include reviewing cost pressures and inflation, in light of the prevailing economic conditions, and any changes to the assumptions will be detailed as part of the budget approval process.
22. The Council is also considering how it can make best use of reserves and balances in order to allow time for more transformative approaches to be developed and implemented. It is important to stress that the use of reserves is only a temporary fix and not a long-term solution and simply delays the time when the budget shortfall needs to be addressed. The Council also needs to maintain an appropriate level of reserves to guard against unforeseen events. Any required use of reserves will be presented as part of the budget approval process.
23. This multi-faceted approach will enable the Council to reduce its budget deficit in a managed way that protects front-line services, supports transformation, builds capacity and helps to achieve long-term resilience.

Council Tax

24. Government policy currently requires any authority proposing a Council Tax increase of above 1.99% to hold a referendum. At the moment it is unclear if there will be any change to the referendum cap in the coming years. Uncertainty surrounding the Council Tax referendum level is likely to continue until February 2015.
25. The Government provides a grant to any authority that does not increase Council Tax. In Nottinghamshire the Council Tax Freeze Grant would equate to £3.1m. There is no guarantee that the Freeze Grant would be awarded on an ongoing basis which increases the level of uncertainty the Council is facing. Any increase in Council Tax can be included in the budget as permanent funding.
26. The average Council Tax paid by Nottinghamshire residents is £1,024.63 which places the county 12th highest out of the 27 County Councils in terms of average council tax paid. This reflects the fact that Nottinghamshire has the second-highest number of properties in Bands A and B out of all the other County Councils.

27. The impact on bills of a 1.99% increase in Council Tax would equate to an average increase of 39 pence per week and contribute £5.5m towards the Council's funding gap. A full impact analysis is detailed in Table 4 below.

Table 4 – Impact of 1.99% increase in Council Tax

Band	2014/15 Council Tax (£)	2015/16 1.99 % impact (£)	Equivalent weekly increase (£)	No of Dwellings
A	811.28	827.42	0.31	141,010
B	946.50	965.33	0.36	72,880
C	1,081.71	1,103.23	0.41	60,610
D	1,216.92	1,241.14	0.47	40,060
E	1,487.35	1,516.94	0.57	22,110
F	1,757.78	1,792.75	0.67	10,620
G	2,028.20	2,068.56	0.78	5,930
H	2,433.85	2,482.27	0.93	460

Note: the number of dwellings is the total listed on the Valuation Office website as at 31 March 2014 (http://www.voa.gov.uk/corporate/statisticalReleases/130919_CTVAluationListSummary.html). It is not possible to use this raw data to calculate the precept as this is based on a Band D equivalent which takes into account non collection, Single Person Discount and other benefits.

28. The Council will be consulting on a range of options in terms of Council Tax. For each of these options, the average increase in the weekly Council Tax that Nottinghamshire residents would pay would be: 39 pence for 1.99%; 59 pence for 3%; 79 pence for 4%; and 99 pence for 5%.

Managing the Future

29. The approach set out in *Redefining Your Council* makes it clear that Nottinghamshire is at a turning point in the way that local public services are to be delivered. During the process, some fundamental questions have been asked about which services are to be provided, how they are to be provided and at what level so that the best value for money and quality of services can be assured for residents.
30. Four portfolios have been created to focus on the greatest potential opportunity for transformation and budget savings. These portfolios are: Adult and Health; Children's and Culture; Place and Resources; and Cross Council. The following sections set out the future direction of travel for each of these portfolios.

The Adult and Health Portfolio

31. In April this year the Council agreed unanimously to adopt the Adult Social Care Strategy. The strategy is based on the values and priorities contained within the Strategic Plan 2014-2018. The primary purpose is to ensure a sustainable, fair and equitable social care provision for local residents which provides people with an enhanced quality of life and is affordable now and in the longer term.

32. There are three underpinning principles which form the foundation of the strategy:
33. **Promoting Independence:** By helping people to retain their independence for as long as possible the Council will be able to manage the increasing demand for social care services. This requires a focus on ensuring that people receive the help they need, at the time they need it, but only for as long as they need it. The aim of social care services should be to promote the resilience of individuals and families to manage disability and illness. Ensuring people do not become dependent on the services which they require in the short term is essential to help people live independently with an optimum level of health and wellbeing whilst recognising that, for some people, there are essential services which are required to enable them to manage key aspects of their lives. It is incumbent on social care services to ensure that every effort is made to delay, defer or postpone the point when this level of intrusion into a person's life is required.
34. **Ensuring Value for Money:** By ensuring value for money, the Council will be able to better manage the increasing cost of adult social care services. This is important not just for the Council but also for individuals and families in receipt of services. The majority of people using adult social care services contribute to the cost of their care. People making a contribution should have confidence that their services are providing a high level of quality at the best possible price. More than 5,000 people in Nottinghamshire are funding their own care entirely. The Council has a responsibility to ensure that people who fund their own care have a well-developed market from which to purchase good value services. Value for money does not just relate to the services the Council and individuals purchase from external provider organisations. It also refers to the services the Council provides directly to people and the processes by which the Council delivers and commissions services.
35. **Promoting Choice and Control:** Ensuring individuals, carers and families have choice and control is important in delivering personalised services. The Council is committed to the continued commissioning of services through personal budgets giving people a choice of how much control they wish to take in arranging and procuring their own services, managing the delivery of those services and meeting their own outcomes in ways which are meaningful to them. However choice is not without constraints. Choice of services, choice in meeting outcomes and choice in model of delivery must at the same time ensure that independence is enhanced and promoted and value for money assured. Choice and control also requires there to be strong, robust and high quality social care providers able to meet people's needs in a manner which improves individual resilience. The Council will develop strategic relationships with providers in collaboration with partner commissioners. We will deliver a sustainable and diverse market of providers to promote independence and deliver value for money.

The Children's and Culture Portfolio

Children's Services

36. The strategy for Children's Services, which includes Children's Social Care, Early Help Services and Education Services, is focused upon:

- *Streamlining points of access for children’s services, through the Council’s customer service centre where appropriate;*
 - *Developing integrated access hubs to triage and allocate service referrals, leading to better assessment at the earliest point, and quicker service provision;*
 - *Developing integrated, multi-disciplinary, co-located teams based in three geographical localities, supported by integrated case management and assessment arrangements and a shared operating methodology;*
 - *Establishing cost effective, centralised, specialist and support services.*
37. This strategy supports the delivery of continuing financial efficiencies, and improved educational and social outcomes for vulnerable children and families. Increasingly, resources will be focused on supporting the most vulnerable children, young people and families in local communities, and ensuring that support is provided quickly, effectively and is properly co-ordinated
38. The delivery of children’s services is underpinned by the following principles:
- *Targeting resources where they are most needed;*
 - *Integrating and aligning services in localities to make accessing them as easy as possible;*
 - *Helping children and families as early as possible in order to deliver better outcomes for them;*
 - *Keeping children together with their families where it is safe to do so;*
 - *Helping and supporting families to achieve their potential.*
39. The major components of the service transformation required to deliver the strategy are:
- The establishment of integrated family, children and youth support services;
 - The development of integrated service and commissioning arrangements for children and young people with disabilities;
 - The further reshaping of social work practice;
 - The implementation of a children’s services workforce development strategy;
 - The development and implementation of integrated assessment, case management and case recording arrangements;
 - The development of a “single point of access” to children’s services
 - The adoption of a common operating methodology across case management services
 - The integration of public health commissioned children’s services with Council managed services.

Cultural Services

40. The Cultural Services Portfolio covers the Council’s network of libraries, country parks and green estate sites, adult learning, archives, arts and sports development, and conservation management.
41. The Portfolio is underpinned by the Cultural Strategy for Nottinghamshire, which highlights 4 priorities:

- *Creating opportunities for everyone to learn new skills, enjoy and participate in culture and have fun;*
- *Improving the social fabric and participation in community life;*
- *Conserving and providing access to our history and heritage and supporting environmental sustainability;*
- *Supporting the economic prosperity of the County.*

42. In addition, cultural services aim to:

- *Promote and deliver services that are high quality and accessible to all.*
- *Listen to communities and visitors to create, nurture and deliver a wide range of inspiring, quality cultural experiences that are fun and will excite and engage them.*
- *Generate pride in Nottinghamshire's rich cultural heritage, and work to protect, enhance and build on this heritage for the future.*

43. These aims have been incorporated into the development of the various options for change presented for cultural services. A significant element of this approach is to explore and deliver sustainable alternative operating arrangements. In addition, the Council will seek to attract a higher level of alternative funding sources in order to support their continuing sustainability.

The Place and Resources Portfolio

Highways, Transport and Waste and Energy

44. Roads and footways maintenance, effective waste disposal and public transport are essential services that support the County's economic well-being. Significant efficiencies and savings have already been made against these universal services over the past few years and further options are limited.
45. Funding for the Highways service, which maintains 2,500 miles of road, 93,000 street lights and the associated infrastructure, has been reduced from £35m a year in 2010/11 to less than £25m a year. The Integrated Transport Measures grant has also reduced from £10m in 2010 to less than £8m. From next year it will reduce further to £3.5m. Although a lot more is being done for less, these reductions are impacting on the ability to maintain the infrastructure and are limiting future highways improvements.
46. The ongoing and successive reductions in the Highways budget have called into question the current operating model. As a result, the Council has been exploring alternative models for service delivery that maintain the commitment and flexibility engendered by the public sector ethos whilst building on the commercial skills and business agility.
47. There is a proposal to establish a public sector company which would be a subsidiary of a company called the CORMAC Group, which was set up by Cornwall County Council. The advantage of this approach is that the CORMAC Group has already developed and operated as an effective, commercial entity but

with a strong public sector ethos and commitment. It provides services to Cornwall and other private sector and public sector clients, generating income for the authority. The Council would continue to set priorities, authorise the capital programme and monitor service delivery.

48. If this proposal was adopted, existing Nottinghamshire staff could transfer to a Council-owned company that would be a subsidiary of the CORMAC Group. This would allow the retention of skills, experience, local knowledge and the public sector ethos. It would also benefit from the Group's commercial experience that would enable the potential of bidding for additional work that would create a sustainable highways service model for Nottinghamshire. The goal would be to establish and operate the new entity by October 2015 following consultation with staff and other stakeholders.
49. Commercial bus companies provide more than 85% of the local bus network in Nottinghamshire without financial support from the Council. The Council's strategy is aimed at plugging the gaps in the network so that people are able to undertake essential travel for employment, training, access to health services and shopping.
50. By next April, the whole of the network will have been reviewed and redesigned following extensive consultation with users and stakeholders. This has meant that the impact of budget reductions has been minimised by reducing the frequency on under-used routes and increasing the use of connecting and community-based services.
51. The Council is responsible for the disposal of some 360,000 tonnes of household waste and this grew by 2% last year. In order to minimise the cost, the Council is seeking to increase recycling rates and to reduce the amount of waste going to landfill, which attracts a high tax per tonne of £82.
52. Negotiations with the Council's Private Finance Initiative (PFI) partner, Veolia, have delivered significant cost reductions, greater flexibility and long-term solutions to dispose of most of our waste. The Council's household waste and recycling centres consistently attain over 80% recycling and work is continuing in partnership with District and Borough Councils councils to further increase recycling.

Corporate Services

53. Over the next few years, Corporate Services will provide a critical function in supporting the transformation of the Council and unlocking the savings and efficiencies within services.
54. All large organisations need a support function in order to run effectively and efficiently. However, it is important that these services, which include finance, HR, procurement, ICT, legal, democratic services, the business support centre, policy and performance, communications and marketing and print, are run in the most efficient way so that frontline services can be protected as much as possible.

55. Options for Change in these areas will deliver further savings and efficiencies and these follow successive reductions in all of these areas over the previous few years. Wherever possible innovative solutions have been sought to make sure that impact of the reductions is minimised. This process of review will continue over the coming years.
56. Well-run corporate services, which understand the operational services, have the potential to deliver a significant multiplier effect, adding value through innovation and process improvement. This is what the Authority has been seeking to achieve over the past few years through process change and technological investment.
57. There are three phases to the proposed approach to the reform of Corporate Services:
- Phase 1** Further savings and efficiencies and redesign to provide greater flexibility. Scope the option for shared services. Now until June 2015
- Phase 2** Implement changes, consolidate and restructure to integrate the corporate services as part of authority restructuring. Launch new service offers. June 15 – Mar 16
- Phase 3** Implement agreed shared service plans. Apr 16 – Apr 17
58. As part of this overall approach, the Council intends to pursue the option to share services with other bodies. There are particular opportunities across the public sector, potentially sharing services with other councils and/or the Health sector.
59. In addition, the Council will seek to derive income from offering to provide services for other bodies. The Council already provides a wide range of services to other organisations both within Nottinghamshire and elsewhere in the Country. There may be further such opportunities in the future, with particular potential focus on the education and health sectors.
60. The Council is also exploring the possibility of establishing a joint venture style entity, through which it would provide design and property services. This would offer further opportunities to derive income from providing services outside of the Council's normal activity.

The Cross-Council Portfolio

61. This portfolio will implement a fundamental shift in the way the Council of the future will operate. The programmes within this portfolio will deliver long-term strategic transformation, rather than shorter-term cost savings. The portfolio cuts across every department, implementing essential enablers and will develop, improve and/or rationalise the Council's assets – workforce, knowledge, data, technology, accommodation. Communities will become more empowered, resilient, innovative, less-reliant on Council-run services and more engaged in how services are run in their local areas. The Cross Council Portfolio is made up of the following five programmes of work:
- **Customer access and digital development** - Customers self-serving and

accessing the services they need, in the way they want

- **Workforce development** – Creative, innovative, well-trained staff, with the right skills, behaviours and values
- **Smarter working** - An agile, mobile, flexible workforce, supported by the right technology and property to deliver the best outcomes for service users
- **Performance and benchmarking** - Providing the right up-to-date management information and intelligence to make effective decisions and empower staff to plan and continuously improve services
- **Community empowerment** - Local community empowerment and resilience to shape and deliver services in local areas and reduce reliance on Council-run services

Dealing with the remaining shortfall

62. This report sets out proposals for budget savings and plans to revise elements of the Medium Term Financial Strategy. This approach will address a large part of the estimated £77m funding shortfall over the next three years. The Council has already demonstrated how innovative changes can deliver better value-for-money services. In many of these cases, it can be demonstrated that not only have costs reduced but real benefits have been delivered to those using the service.
63. As part of the ongoing work within the portfolios, the Council will continue to look at fundamentally changing the way services are delivered. Whilst some specific examples of this have already been set out, this transformational change will include:
 - Sharing services with other public sector bodies
 - Income generation where this can be used to offset costs
 - Maximising the use of technology to reduce costs
 - Improving online customer access to provide more affordable and accessible services
 - Using alternative providers, including the voluntary sector, to deliver services
 - Supporting individuals to stay independent for as long as possible to improve quality of life and lower dependency
 - Building capacity within communities to resolve local issues and help meet local needs by maximising the use of community assets
 - Reducing reliance on traditional working practices and fixed bases
64. Work is currently under way to analyse what savings are achievable and realistic timescales. While some other authorities have quoted savings of many millions for

similar work, before the Council commit to such figures, further analysis is needed to ensure that such savings are deliverable.

Funding transformation

65. The scale of change to deliver the identified savings proposals and predicted transformation will require additional resources for internal services such as project management, legal, performance, HR, communications, ICT, property, finance and procurement.
66. The Budget Report (Full Council 27/2/14) approved the establishment of a Strategic Development Fund to meet the cost of resources and investment required to fund the necessary change management capacity, as well as investment in hardware, software, data, physical assets and skills development.
67. Additional funds will be needed to fund the necessary transformation and work is under way to assess how much will be needed in order to deliver the savings. Approval will be sought as part of the budget setting process.

Consultation Process

68. On October 8, the Council formally launched a budget consultation called **Doing Things Differently** with the sub-heading **Your Money, Your Say**. The first stage aims to raise awareness of the financial context and to seek views on the overall approach.
69. The second stage, which will be launched on November 12, will seek to obtain views on the Category B and C proposals and a potential Council Tax increase as contained in this report. This will run until 16 January, 2015.
70. Policy Committee approved the budget consultation methodology on 8 October 2014 and full details of the methodology were contained in that report.
71. On conclusion of the consultation process on 16 January 2015, the Council will develop its detailed budget proposals. The formal approval of the budget and the setting of the Council Tax will be agreed at the Council budget meeting on 26 February 2015.
72. The budget consultation will close on 16 January 2015 to allow members time to consider feedback and make any changes to proposals as a result. All responses will be considered and will help to inform the final decisions made by Full Council on February 26, 2015.

Staffing implications

73. The precise staffing implications of the various proposals included in this report will require careful management. A Section 188 notice has been issued which begins the statutory consultation involving employees and the recognised trades unions.
74. Post reductions will be managed through agreed HR processes which include:
 - strict vacancy control over the coming months

- deletion of vacant posts
- turnover
- redeployment
- retraining and re-skilling where appropriate
- job seeker support
- voluntary redundancies including consideration of bumping opportunities where possible
- compulsory redundancies – all reasonable measures will be applied to keep the number to a minimum

75. The following table provides an indication of the potential reduction in posts in 2015/16 & 2016/17

Table 5 – Potential Reduction in posts by Department

Department	Potential decrease
Children, Families & Cultural Services	37.80
Adult Social Care, Health & Public Protection	273.49
Environment & Resources	71.50
Policy, Planning & Corporate Services	9.00
Business Support	100.00
Total	491.79

Statutory and Policy Implications

76. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Public Sector Equality Duty implications

77. Public authorities are required by law to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share protected characteristics and those who do not
- foster good relations between people who share protected characteristics and those who do not

78. Decision makers must understand the effect of policies and practices on people

with protected characteristics. Equality impact assessments (EqIAs) are the mechanism by which the Council considers these effects.

79. Equality implications have been considered during the development of the budget proposals and equality impact assessments have been undertaken where necessary. In addition the Human Resources (HR) policies that will be applied to any staffing reductions have been the subject of EqIAs. The further development of transformational proposals or options for change will be informed by further EqIAs as appropriate.
80. It is essential that Members give due regard and consult appropriately on the implications for protected groups in the context of their equality duty in relation to their decisions. All EqIAs are available as background papers as part of the decision making process.

RECOMMENDATIONS

It is recommended that Policy Committee:

1. Notes the progress made to date under the Redefining Your Council framework.
2. Approves the Category A savings proposals, as appended to the report, for implementation.
3. Approves the start of consultation on the Category B and C savings proposals, as appended to the report, and a potential increase in Council Tax

COUNCILLOR ALAN RHODES LEADER OF THE COUNCIL

Financial Implications (PM 30/10/14)

The financial implications are set out in the report. The full impact of these proposals, and the consultation responses to them, as well as the implications of the Government Settlement in December, will be considered in the Budget reports in February 2015.

HR Implications (MT 17/10/14)

The high-level staffing implications are set out in the body of the report. Redefining Your Council has been discussed with trade union colleagues at the Central Joint Consultative and Negotiating Panel. Some of the specific proposals have already been discussed with trade union colleagues at departmental Joint Consultative and Negotiating Panels. This process will continue throughout the consultation period. Formal consultation with the recognised trade unions will take place in accordance with the Council's agreed protocols.

Constitutional Comments (HD 23/10/14)

Policy Committee has the authority to agree the recommendations in the report.

Background Papers Available for Inspection

Equality Impact Assessments

Redefining Your Council

Redefining Your Council Budget Consultation Feedback

Appendices

<u>Appendix</u>	<u>Title</u>
1	Category A Options for Change
2	Category B Options for Change
3	Category C Options for Change