

To: Members of the County Council

Date: 3 December 2014

Direct Dial: 01824712589

e-mail: dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **COUNTY COUNCIL** to be held at **10.00 am** on **TUESDAY, 9 DECEMBER 2014** in the **COUNCIL CHAMBER, COUNTY HALL, RUTHIN LL15 1YN**.

Yours sincerely

G Williams
Head of Legal, HR and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 DECLARATIONS OF INTEREST (Pages 5 - 6)

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

3 URGENT MATTERS AS AGREED BY THE CHAIR

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972.

4 CHAIRMAN'S DIARY (Pages 7 - 8)

To note the civic engagements undertaken by the Chairman of the Council (copy attached).

5 MINUTES (Pages 9 - 14)

To receive the minutes of the meeting of County Council held on 4 November 2014 (copy enclosed).

6 NOTICE OF MOTION

To consider the following notice of motion submitted by the Labour Group.

“That the decision made by full Council on 9th September 2014 under agenda item 12 – Budget 2015/15 2016/17 – in particular the savings proposals relating to Welfare Rights in Appendix 1 be set aside.”

7 BUDGET 2015/16 - 2016/17 (Pages 15 - 84)

To consider a report by the Lead Member for Finance and Assets (copy enclosed) recommending the budget savings to be submitted to Council for approval.

8 CONTRACT PROCEDURE RULES (Pages 85 - 138)

To consider a report by the Lead Member for Finance and Assets (copy enclosed), recommending the approval and adoption of the revised Contract Procedure Rules.

9 REVIEW ON POLLING DISTRICTS AND PLACES (Pages 139 - 148)

To consider a report by the Democratic Services Manager (copy enclosed), on the statutory review of polling places.

10 APPOINTMENT TO THE STANDARDS COMMITTEE (Pages 149 - 156)

To consider a report by the Head of Legal, HR and Democratic Services (copy enclosed), to appoint a County Councillor to the Standards Committee and to appoint Members of the Council to the Standards Committee Special Appointments Panel.

11 COUNTY COUNCIL FORWARD WORK PROGRAMME (Pages 157 - 158)

To consider the Council's forward work programme (copy enclosed).

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972, that the Press and Public be excluded from the meeting during consideration of the following items of business because it is likely that exempt information as defined in paragraph 14 of Part 4 of Schedule 12A of the Act would be disclosed.

12 REVENUES AND BENEFITS COMMERCIAL PARTNERSHIP (Pages 159 - 182)

To consider a confidential report by the Head of Finance and Assets (copy enclosed) regarding proposals to form a commercial partnership with a private company to deliver the Council's Revenues and Benefits Service

13 VOLUNTARY AGREEMENT TO EXIT THE HOUSING REVENUE ACCOUNT SUBSIDY (HRAS) SYSTEM (Pages 183 - 214)

To consider a report by the Head of Finance and Assets (copy enclosed) on the Housing Revenue Account self-financing voluntary agreement with Welsh Government & HM Treasury.

MEMBERSHIP

Councillors

Councillor Brian Blakeley (Chair)
Ian Armstrong
Raymond Bartley
Joan Butterfield
Jeanette Chamberlain-Jones
Bill Cowie
Ann Davies
James Davies
Meirick Davies
Richard Davies
Stuart Davies
Peter Duffy
Hugh Evans
Peter Evans
Bobby Feeley
Carys Guy
Huw Hilditch-Roberts
Martyn Holland
Colin Hughes
Rhys Hughes

Councillor Gwyneth Kensler (Vice-Chair)
Geraint Lloyd-Williams
Margaret McCarroll
Jason McLellan
Barry Mellor
Win Mullen-James
Bob Murray
Peter Owen
Dewi Owens
Merfyn Parry
Paul Penlington
Arwel Roberts
Gareth Sandilands
David Simmons
Barbara Smith
David Smith
Bill Tasker
Julian Thompson-Hill
Joe Welch
Cefyn Williams

Hugh Irving
Alice Jones
Huw Jones
Pat Jones

Cheryl Williams
Eryl Williams
Huw Williams

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Press and Libraries, Town and Community Councils

DEDDF LLYWODRAETH LEOL 2000

Cod Ymddygiad Aelodau

DATGELU A CHOFRESTRU BUDDIANNAU

Rwyf i,
(enw)

*Aelod /Aelod cyfetholedig o
(*dileuer un)

Cyngor Sir Ddinbych

YN CADARNHAU fy mod wedi datgan buddiant ***personol / personol a sy'n rhagfarnu** nas datgelwyd eisoes yn ôl darpariaeth Rhan III cod ymddygiad y Cyngor Sir i Aelodau am y canlynol:-
(*dileuer un)

Dyddiad Datgelu:

Pwyllgor (nodwch):

Agenda eitem

Pwnc:

Natur y Buddiant:

(Gweler y nodyn isod)*

Llofnod

Dyddiad

Noder: Rhowch ddigon o fanylion os gwelwch yn dda, e.e. 'Fi yw perchennog y tir sy'n gyfagos i'r cais ar gyfer caniatâd cynllunio a wnaed gan Mr Jones', neu 'Mae fy ngŵr / ngwraig yn un o weithwyr y cwmni sydd wedi gwneud cais am gymorth ariannol'.

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a *member/co-opted member of
*(*please delete as appropriate)*

Denbighshire County Council

CONFIRM that I have declared a ***personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-

*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

Agenda Item 4

Digwyddiadau wedi eu mynychu gan y Cadeirydd / Events attended by Chairman

25.10.14 – 28.11.14

Dyddiad / Date	Digwyddiad / Event	Lleoliad / Location
28/10/14	Weinidog dros Wasanaethau Iechyd a Chymdeithasol Ymweliad i Nant y Môr, Prestatyn Minister for Health & Social Services Visit to Nant y Mor, Prestatyn Is Gadeirydd wedi mynychu Vice Chair attended	Prestatyn
30/10/14	Seremoni Graddio, Brifysgol Glyndwr Graduation Ceremony, Glyndwr University Is Gadeirydd wedi mynychu Vice Chair attended	Wrecsam Wrexham
06/11/14	Cyfarfod gyda Chynghorau Dinas, Tref a Chymuned Meeting with City, Town & Community Councils	Rhuthun Ruthin
09/11/14	Sul y Cofio Remembrance Sunday	Rhyl
10/11/14	Seremoni Torri Turf, Ysgol Uwchradd y Rhyl Turf Cutting Ceremony, Rhyl High School	Rhyl
14/11/14	Agoriad Swyddogol HWB Dinbych Official Opening of HWB Dinbych	Dinbych Denbigh
14/11/14	Maer Cinio Elusenol Rhuthun Mayor of Ruthin's Charity Dinner	Rhuthun Ruthin
15/11/14	Digwyddiad Dathlu Ieuenctid Pobl Ifanc Sir Ddinbych Gwasanaeth Denbighshire Youth Service Young People's Celebration Event	Prestatyn
20/11/14	Agoriad Swyddogol Waen Treulio Anaerobig Planhigion Official Opening of Waen Anaerobic Digestion Plant	Llanelwy St Asaph
20/11/14	Agor y Gweinidog y Bee a'r Orsaf gan Jane Hutt AC Ministerial Opening of the Bee and Station by Jane Hutt AM Is Gadeirydd wedi mynychu Vice Chair attended	Rhyl
20/11/14	Seremoni Dinasyddiaeth Citizenship Ceremony	Rhuthun Ruthin

Is Gadeirydd wedi mynychu
Vice Chair attended

21/11/14	Lansio Bryniau Clwyd a Dyffryn Dyfrdwy Ardal Strategaeth Twristiaeth Gynaliadwy Harddwch Naturiol Eithriadol Launch of Clwydian Range and Dee Valley Area of Outstanding Natural Beauty Sustainable Tourism Strategy	Corwen
21/11/14	Cadeirydd Elusen Casino Noson Sir y Fflint Chairman of Flintshire's Charity Casino Evening	Shotton
24/11/14	Ymweliad gan Gyngor 1 Ysgol Gynradd Visit from 1 Primary School Councils	Rhuthun Ruthin
28/11/14	Digwyddiad Lansio Lane Broomhill Broomhill Lane Event Launch	Dinbych Denbigh
28/11/14	Green Links Lansio, Harbwr y Rhyl Green Links Launch, Rhyl Harbour	Rhyl

COUNTY COUNCIL

Minutes of a meeting of the County Council held in the Council Chamber, County Hall, Ruthin LL15 1YN on Tuesday, 4 November 2014 at 10.00 am.

PRESENT

Councillors Ian Armstrong, Raymond Bartley, Brian Blakeley (Chair), Joan Butterfield, Jeanette Chamberlain-Jones, Bill Cowie, Ann Davies, Meirick Davies, Richard Davies, Stuart Davies, Hugh Evans, Peter Evans, Bobby Feeley, Huw Hilditch-Roberts, Martyn Holland, Colin Hughes, Alice Jones, Huw Jones, Pat Jones, Gwyneth Kensler (Vice-Chair), Geraint Lloyd-Williams, Margaret McCarroll, Barry Mellor, Win Mullen-James, Bob Murray, Peter Owen, Merfyn Parry, Paul Penlington, Arwel Roberts, Gareth Sandilands, David Simmons, Barbara Smith, David Smith, Bill Tasker, Julian Thompson-Hill, Joe Welch, Cefyn Williams, Eryl Williams and Huw Williams

ALSO PRESENT

Chief Executive (MM); Corporate Director Economic and Community Ambition (RM); Head of Legal, HR and Democratic Services (GW); Head of Finance and Assets (PM); Head of Business Improvement and Modernisation (AS); Democratic Services Manager (SP) and Committee Administrator (KEJ).

1 APOLOGIES

Councillors James Davies, Carys Guy, Hugh Irving, Jason McLellan, Dewi Owens and Cheryl Williams

2 DECLARATIONS OF INTEREST

No declaration of personal or prejudicial interest had been raised.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters had been raised.

4 CHAIRMAN'S DIARY

The Chair referred to the civic engagements undertaken on behalf of the Council for the period 29 September – 24 October 2014 (details previously circulated).

RESOLVED that the events attended by the Chair and Vice Chair be noted.

5 MINUTES

The minutes of the Council meeting held on 7 October 2014 were submitted.

Matters Arising – Page 15 Item No. 8 County Council Forward Work Programme – Councillor Huw Hilditch-Roberts applauded the Executive Team on the public engagement strategy launched in response to the budget cuts facing the authority.

RESOLVED that the minutes of the meeting held on 7 October 2014 be confirmed as a correct record and signed by the Chair.

6 COUNTY COUNCIL FORWARD WORK PROGRAMME

The Council's Forward Work Programme was submitted for consideration.

Members noted that –

- Council Briefing scheduled for 2.00 p.m. on 17 November had been replaced with a Special Council meeting to consider the proposals for a voluntary merger of Denbighshire and Conwy Councils
- items originally scheduled for Council Briefing on 17 November would be rescheduled to January or March – the item on Modernising Social Services had been renamed 'Supporting Independence in Denbighshire' and required a one hour slot
- a Members Budget Workshop had been scheduled for 12 December.

Councillor Joan Butterfield asked that 'Shoreline Management of Sea Defences' be added as an item on the work programme for future consideration.

RESOLVED that, subject to the above, Council's Forward Work Programme be noted.

7 DENBIGHSHIRE'S WELLBEING PLAN 2014-18 - SUPPORTING INDEPENDENCE AND RESILIENCE

Councillor Hugh Evans, Leader and Lead Member for Economic Development and the Head of Business Improvement and Modernisation presented Denbighshire's Wellbeing Plan 2014 – 18: Supporting Independence and Resilience (previously circulated) for Council's endorsement.

The Wellbeing Plan would replace the BIG Plan and reflected the commitment of the public sector to improve outcomes in Denbighshire by focusing on independence and resilience. Consideration had been given to ensure maximum impact taking into account both financial constraints and needs of residents. The Plan had been developed on behalf of the public sector as represented by the Joint Conwy and Denbighshire Local Service Board. Its delivery and success relied on partner involvement and as such endorsement was being sought from each partner.

Councillor Jeanette Chamberlain-Jones, Chair of Partnerships Scrutiny Committee outlined the scrutiny debate on the Plan. She was pleased to note that many of the issues raised by scrutiny had been addressed in the Plan which would be kept under close review. Councillor Eryl Williams reiterated his previous request that when matters had been subject to scrutiny, their findings be included in the report.

Members considered the report and took the opportunity to raise questions, querying how people needing support would be identified, particularly those living in more remote and rural areas. It was explained that recognising those in need, particularly those living in isolation, had been identified as a priority and partners would be expected to work collaboratively to meet that challenge. This also involved data collection to gain a better understanding of the situation in rural areas. The important role of scrutiny was acknowledged, both as part of the consultation and in monitoring, and scrutiny had also considered the evaluation and closure report on the BIG Plan 1. Councillor Bobby Feeley welcomed the report and was keen to emphasise that the Plan involved supporting both individuals and communities to improve the lives of all.

Members voted on the report recommendation as follows –

33 votes for, 0 against and 0 abstentions

RESOLVED that *Denbighshire's Wellbeing Plan 2014 – 18 be endorsed.*

8 TREASURY MANAGEMENT STRATEGY STATEMENT

Councillor Julian Thompson-Hill, Lead Member for Finance and Assets presented the report (previously circulated) recommending Council approved amendments to the Treasury Management Strategy Statement (TMSS) for 2014/15 as detailed within Appendix 2 to the report in light of changes to economic circumstances.

Council was advised of the economic indicators which pointed to a period of financial instability ahead. As a result of the increased risks it was recommended that a number of amendments be made to the TMSS covering Bank Deposits, Reverse Repurchase Agreements (REPOs) and Covered Bonds. Councillor Thompson-Hill elaborated upon the rationale behind each of the proposed amendments in order to further safeguard the Council's investments. The Head of Finance and Assets provided some further context to the financial changes illustrated within the report highlighting the need to mitigate the increased risks as much as possible.

Members voted on the report recommendation as follows –

35 votes for, 0 against and 0 abstentions

RESOLVED that *Council approves the amendments to the Treasury Management Strategy Statement for 2014/15 as listed in Appendix 2 of the report.*

9 BUDGET PROTOCOL

Councillor Julian Thompson-Hill, Lead Member for Finance and Assets and the Head of Legal, HR and Democratic Services (HLHRDS) presented the report (previously circulated) recommending a protocol for the way proposed alternatives or amendments to the budget be put forward to Council.

The reasoning behind the budget protocol was to create a professional, open and transparent process for members to put forward alternative proposals which had been properly assessed and considered in advance. The process allowed sufficient time for costing, impact assessment and publication of the papers to enable members to consider all options that would come before them at Council on an equal footing. To bypass the protocol would run the risk of alternative proposals not being considered by Council on the same basis as the recommended budget proposals.

Members considered the merits of the protocol and raised questions regarding its implementation in practice and whether it would form part of the Council's constitution. Whilst there was support for the protocol there were also reservations that it may prevent members from moving an amendment at the meeting or proposing an additional saving over and above those being recommended. The HLHRDS provided assurances that endorsing the protocol would not prohibit the Council's standing order provisions for moving an amendment but would provide the benefit of equal standing for the amendment. The protocol had been prepared in response to the current budget situation but it could form part of the constitutional review if members wished. The general feeling was that, if endorsed, the protocol should not form part of the constitutional review at this time.

During general debate members discussed the difficult financial decisions to be made by the authority and their reluctance to vote for particular budget cuts whilst acknowledging the Council's requirement to provide a legal, balanced budget within a tight timescale. Members' rights to speak out and vote against budget proposals were also discussed and officers detailed the process to be followed in considering the budget proposals and setting a legal, balanced budget by February 2015. There was support for the suggestion put forward by Councillor Eryl Williams that, following the budget setting, Group Leaders be given an opportunity to make a statement to Council in that regard.

Members voted on the report recommendation as follows –

36 votes for, 2 against and 0 abstentions

***RESOLVED** that members endorse the process by which alternative budget proposals can be put forward for consideration at Council as set out in Appendix 1 to the report.*

10 LOCAL AUTHORITIES (STANDING ORDERS) (WALES) (AMENDMENT) REGULATIONS 2014

Councillor Barbara Smith, Lead Member for Modernising and Performance and the Head of Legal, HR and Democratic Services (HLHRDS) presented the report (previously circulated) advising Council of changes that were introduced by the Local Authorities (Standing Orders) (Wales) (Amendment) Regulations 2014.

The changes set out in the report were required by law and as such it was necessary that the Council adopted them. In summary they related to –

- the appointment process and remuneration for senior officers
- how any investigation into alleged misconduct by a Head of Democratic Services should be conducted
- decisions about the dismissal or appointment of the Monitoring Officer and Head of Democratic Services having to be taken by a committee
- removal of 'Mayor and Council Executive' and 'Alternative Arrangements' models as potential models of governance.

In response to a question from Councillor Meirick Davies the HLHRDS advised that the option of having an Executive Mayor was no longer available in Wales.

Members voted on the report recommendation as follows –

38 votes for, 1 against and 0 abstentions

RESOLVED that –

- (a) *Council notes the changes introduced by the Local Authorities (Standing Orders) (Wales) (Amendment) Regulations 2014 in relation to the process for appointing, dismissing and conducting disciplinary investigations of certain officers of local authorities and the new requirements for determining the level of remuneration paid to Chief Officers, and*
- (b) *that delegated authority be given to the Council's Monitoring Officer to make the necessary amendments to the Constitution.*

The meeting concluded at 11.20 a.m.

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Report To: County Council

Date of Meeting: 9th December 2014

Lead Member / Officer: Councillor Julian Thompson-Hill /Paul McGrady

Report Author: Richard Weigh, Chief Accountant

Title: Budget 2015/16 – 2016/17 (Phase 2)

1. What is the report about?

The report outlines the latest budget position and presents Phase 2 of a programme of budget savings for approval in order to deliver the revenue budget for 2015/16 and to continue the process for 2016/17.

2. What is the reason for making this report?

Cabinet, having taken into account the discussions at the numerous all member budget workshops to achieve the £17.1m savings required, recommends that the savings listed in Appendix 1 to the report be taken to all members at Council for approval.

3. What are the Recommendations?

To approve the Phase 2 saving proposals listed in **Appendix 1** as recommended by Cabinet.

4. Report details

The council's budget strategy had previously identified a budget gap of up to £18m over two years. This was primarily driven by indications that the council's funding settlement would be cut by 4.5%. The Draft Local Government Settlement was published on 8th October. The Settlement indicates that the cash reduction to the council's budget will be 3.7% which equates to £5.3m. With cost pressures the council has to fund, such as pay, pensions and energy increases, the budget gap for 2015/16 is now approximately £8.3m and estimated to be approximately £8.8m in 2016/17 - £17.1m in total.

The process to identify the savings required to deliver the budget is called Freedoms & Flexibilities and began in April. It involved a review of every service and activity within services and an analysis of the council's entire revenue budget. The process incorporated a series of all-day budget workshops with elected members where all of the budget analysis was presented, along with saving proposals from each service. So far, nine workshops have taken place with a tenth scheduled on 12th December. Further workshops to focus on 2016/17 will take place in February and March.

At the workshops, members were asked to consider proposals under the categories of 'adopt', 'develop' or 'defer'. In September, council approved a set of proposals totalling £3.7m in 2015/16 and £870k in 2016/17 that was made up of items members had indicated they would adopt at the first four workshops over the summer. This completed Phase 1 of the budget process.

A number of other items were presented in the Phase 1 workshops that were classed as 'develop' – where members asked officers to provide more information or detail about proposals. These came back to the Phase 2 workshops held in the autumn and those where the majority of members in attendance were content to adopt the proposal are included as Appendix 1. The proposals total £3.6m in 2015/16 and £1.8m in 2016/17. Further narrative to help explain the Phase 2 proposals is included in an amended extract from the Cutting our Cloth paper recently issued to the public, members and staff which is shown as **Appendix 2**.

A graph showing the impact of the saving proposals being taken for approval in Phase 2, along with those already agreed in Phase 1 is shown as **Appendix 3**. The graph assumes that all of the Phase 2 proposals are approved. A summary of the budget process is included as **Appendix 4** for reference.

Phase 3 of the budget process will consider final proposals to balance the 2015/16 budget, including options for Council Tax and any use of reserves. These issues will be discussed at the member workshop in December before final approval in February. Phase 3 of the process will also continue to develop savings options for 2016/17.

5. How does the decision contribute to the Corporate Priorities?

Effective management of the council's budgets and delivery of the agreed budget strategy underpins activity in all areas, including corporate priorities.

6. What will it cost and how will it affect other services?

The council may need to deliver savings of approximately £17.1m over the next two financial years.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?

An EqIA will be considered and completed by services for all relevant proposals. Summary impact assessments indicate whether a full EqIA is required.

8. What consultations have been carried out with Scrutiny and others?

There has been significant consultation around the budget process and it has been considered by CET, SLT, Cabinet Briefing and Council Briefing meetings. Two of the individual proposals have also been considered by scrutiny committees – these are CCTV (PPP08) and Provider Services

(ABS02). The latter proposal has also been the subject of a specific Task & Finish Group set up by the Performance Scrutiny Committee to examine options for delivering high quality care services.

By the end of the process, there will have been at least ten budget workshops held with elected members to examine service budgets and consider budget proposals.

The Wales Audit Office has just completed a review of the Council's financial planning. They have concluded that:

- The Council has a good track record of delivering identified savings within year against the planned actions that it approved
- The Council's future plans and arrangements to deliver savings are fit for purpose and are being effectively managed
- There are no proposals for improvement or recommendations arising from this review.

The Corporate Governance Committee has an oversight role and has received reports to each of its meetings since April. In its November meeting, the Committee minutes note the following: *"In order to test and seek assurance on the transparency of the budget process the Committee seeks further information on alternative options considered during the review of Welfare Rights, as a representative example. Members also agreed that the Rights of Way proposal be included"*. Both proposals were considered in Phase 1.

The Lay Member of the Corporate Governance Committee has attended several of the budget workshops and recently provided this feedback in respect of the process:

"My own personal views that for those workshops I attended, the process seemed to be logical and well thought through, and the papers provided for each phase were clear and relevant. The generally calm and considered debates that I observed I believe bore testament to these aspects. The relevant Members and Officers who designed and implemented Phases 1 & 2 of the process are, in my view, to be commended"

The Phase 2 proposal PPP08 (CCTV) was referred to Performance Scrutiny Committee on 20th November as part of the budget process and the Committee noted the following points and resolution:

"CCTV and Out of Hours Service: *the Committee was advised that, due to budgetary constraints, the nature of the contents of this particular report had changed from the original request twelve months ago, which was to detail options for future investment in the CCTV Service to outlining proposals for disinvestment in the Service and exploring options for handing its delivery over to a third party. Members were advised that the proposal which would be presented to County Council in December would be to withdraw Council funding for the service with effect from April 2016. This would enable options for alternative delivery of the service to be explored and negotiated upon*

during 2015/16, with a view to reaching an agreement with a third party (or a group of stakeholders) to facilitate a seamless hand-over of equipment and the establishment of an alternative service of quality by April 2016. This particular disinvestment in the Service would affect Rhyl, Prestatyn and Rhuddlan only, other towns within the County already had alternative CCTV provision. Committee members:

- emphasised the importance of a managed hand-over process of the current Service to an alternative provider;
- acknowledged that the replacement service was not likely to be a like for like service, but that it should be a good quality service;
- supported the proposal to establish a multi-agency working group to devise and implement an exit strategy. This Group could in addition to looking at the current public space CCTV provision available in the three named towns also look at the wider community use of CCTV through the Community Safety Partnership (CSP), explore partners' joint capacity to deliver a CCTV Service and potential funding streams e.g. Police Commissioner Proceeds of Crime Fund monies for financing any alternative service;
- suggested that Scrutiny (possibly Partnerships Scrutiny Committee as the designated Crime and Disorder Scrutiny Committee) should monitor the development and implementation of the exit strategy and the Service's hand-over to a third party; and
- emphasised the need for the press and media to be regularly briefed, if possible in person, on the details of budget proposals to ensure that the proposals were factually reported to residents

The Committee resolved that:

- (i) the above observations in relation to the Freedom and Flexibilities project and proposals relating to the CCTV Service be reported to County Council on 9th December; and
- (ii) the progress made in devising, securing and implementing an exit strategy, and alternative solutions for delivering a CCTV Service in future be presented to Scrutiny in due course for examination"

In respect of the proposals to review or reduce public transport subsidies (H&E01), the Lead Member for Public Realm has requested that the results of a consultation on the proposal be made available to all members. A report outlining the results of the exercise can be accessed by using the following link:

<https://moderngov.denbighshire.gov.uk/ecSDDisplay.aspx?NAME=SD651&ID=651&RPID=1460761&sch=doc&cat=13536&path=13536&LLL=0>

On 21st October, Group Leaders met to consider and endorse the council's 'Cutting Our Cloth' public engagement exercise and agreed to seek the

public's views for a month. The exercise was launched on 27th October and closed on 27th November 2014.

The purpose of the public engagement exercise was to engage the public in a discussion about how the proposed cuts would impact on them and their communities and what can be done to lessen that impact. The introduction to the exercise was explicitly clear that the council was not consulting on whether or not these cuts were necessary. 822 survey responses and over 5,000 website hits is a good response from the public. The analysis of the outcome of that exercise is attached as **Appendix 5**. This includes an analysis of the suggestions made by the public and the relevant Head of Service's comments on those responses.

While the process has closed for the phase 1 and phase 2 proposals, officers are proposing that the 'Cutting Our Cloth' debate continues until the final budget setting in February 2015. This will allow members of the public to continue to express their views on any further proposals that might be made in order to balance the council's budget and also for any additional comments to be taken account of before implementation of decisions.

In addition to the public engagement exercise, the council had informed all Town and Community councils about the proposed cuts and hosted a meeting for all the councils to discuss and debate the proposals. There are ongoing discussions between some of the county council's services and some Town councils about the impact of the proposals and whether or not the Town councils would consider funding some of the activities if the cuts are made. These discussions are continuing.

The council has consulted its partners, through the joint Local Service Board, and, where requested, attended meetings to clarify the detail behind any of the proposals. For example, there have been a meeting between one of the council's corporate directors and the CEO of Denbighshire Voluntary Services Council to discuss the potential for the third sector to replace any of the cuts and there has been a meeting between Police colleagues and senior council officers to start exploring possible alternatives to the CCTV cut, if it is made. These discussions will continue if the proposals become decisions.

All members of staff have been kept informed about the budget setting process and where proposals become decisions the affected staff will be fully consulted, in accordance with the council's HR policies and procedures.

Trade Unions have been consulted through Local Joint Consultative Committee. A process for engaging with staff and their TU representatives was agreed at LJCC in September and is being adhered to. The same process also offered the Trade Unions an opportunity to make formal comment on budget proposals before they were considered by Council. The meeting to consider the proposals contained in this paper took place on 1st December. A summary of the points made is being compiled and will be shared with all Members prior to the Council meeting on 9th December.

Impact assessments for each proposal are available as supporting papers on this link:

<https://moderngov.denbighshire.gov.uk/ecSDDisplay.aspx?NAME=SD650&ID=650&RPID=1460146&sch=doc&cat=13536&path=13536&LLL=0>

A further report outlining the overall impact of the proposals from the first two phases of the budget process is included as **Appendix 6**.

9. Chief Finance Officer Statement

This continues to be an extremely challenging process with some tough decisions having to be taken. Approval of the proposals in this report will mean that the remaining budget gap for 2015/16 is approximately £1m and proposals to address this will be considered at the December workshop. However, while the process has been challenging for all concerned, the outcome is that proposals to achieve 88% of the budget reductions required to deliver the 2015/16 have been identified in the first two phases of the budget process. The continued engagement and support of elected members and services in the process is crucial.

10. What risks are there and is there anything we can do to reduce them?

This is the most challenging financial period the council has faced and failure to deliver an effective budget strategy will put further pressure on services in future financial years.

11. Power to make the Decision

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs.

Saving Proposals Phase 2	Ref.	2015/16 £'000	2016/17 £'000
Service			
Highways & Environment			
Remove or reduce public transport subsidy	H&E01	166	
Highways general maintenance review	H&E13	125	125
Reduce grounds maintenance activity	H&E11	40	94
Rationalisation of Countryside Services	H&E20	65	
Communication, Marketing & Leisure			
Remove subsidy from Scala Prestatyn	CML01	41	
Rationalise Tourist Information Centres - inc. changes to opening hours	CML05	20	
Rhyl Pavilion - new operating model	CML08		350
Introduce charges for the use of the Drift Park water play area in Rhyl and reduce the level of Lifeguard Cover on the beaches from 2015/16	CML10	48	28
Partially close or transfer Denbigh Town Hall	CML12	17	
Library Service - modernisation programme (Stage 1 - delete 3 vacant posts, reduce book fund and one retirement)	CML13	130	0
Library Service (Arts) - review use of buildings, exhibitions, etc	CML15		30
Library Service (Ruthin Craft Centre - reduce subsidy to £28k)	CML16	10	20
Schools Delegated Budgets			
Demography reduction to reflect fall in pupil numbers	SCH06	242	
Use of Corporate Plan additional funding to meet 1 % protection target	SCH07	581	
Education Support			
Premises Budget - stop facilities management service provided to schools	SCH01	70	
Clothing Grants - end council support with the option to pay passed to schools	SCH02	4	
Remission claims - end council support with the option to pay passed to schools	SCH03	34	
Governor Support - change the way support is provided	SCH05	31	
School Inclusion			
Review Education Social Worker Service	SI01	120	
Review Educational Psychology Service	SI04	30	
Review of Counselling Service	SI05	100	
Reduce Recoupment Budget to match expenditure	SI08	140	
Improvement Services			
Regional Consortium Office costs - renegotiate costs	SI16	30	
School Library Service - stop the service	SI11	45	33
Music Service - end the agreement with William Mathias	SI10	103	
School improvement discretionary subsidies - remove to match demand	SI14	141	
Outdoor pursuits SLA - involves transferring the cost to schools	SI09	23	
Customer Services			
Rhyl One Stop Shop Review	CES02	100	
Corporate Complaints - provision to be considered as part of the wider corporate review of support/business services			
	CES04	40	
Finance & Assets			
Reduce the Miscellaneous Property Portfolio	F&A05	20	
Property School Facilities Management Agreement	F&A06	48	
Revenues & Benefits Commercial Partnership	F&A07	80	140
Legal & Democratic Services			
Reduce the Number of Committee Meetings - saving on travel costs	L&D02	2	
Reduction of Civics budget	L&D04	5	
Strategic HR			
HR Management - review school SLA, consider move to cluster model	SHR05		30
HR Direct - facilitate more self-service for managers.	SHR06		35
Adult & Business Services			
Provider Services - future delivery options	ABS02		700
Children & Family Services			
Parental contributions for services provided for Children with Disabilities	CHS04	50	
Planning & Public Protection			
Public Protection - stop or reduce funding of CCTV Service	PPP08		200
Housing & Community Development			
HRA Recharges - increase costs funded by the Housing Revenue Account	HRA01	270	
Remove Town & Area Plan Budgets	EBA01	356	
Reduce Core Project/Development Budget	EBA02	159	
Reduce staffing budget - deletion of a vacant post	EBA03	42	
Reduce non-staffing elements throughout the Economic & Business Development Budget	EBA04	43	
Total Phase 2 Savings		3,571	1,785

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Appendix 2

Extracts from the Public Debate on Cuts – Cutting Our Cloth Proposals

Note – the narrative has been amended in some cases from the published document to focus only on the Phase 2 proposals being considered for approval in December.

General Efficiencies

Below are examples of general efficiencies that the Council has identified as part of the process, which specifically relate to Phase 2 of the budget process.

- Review contingency budgets in School Improvement & Inclusion around recoupment costs from other councils and discretionary subsidies for improvement activity – total saving of £304,000
- Review contribution we make to the Regional Education Consortium towards office costs - Saving of £30,000
- A reduction in the amount of HR support to schools and managers is being proposed in Phase 2. Saving of £65,000
- Restructure of management in the Strategic Leisure Service – Proposal in Phase 2 - Saving of £31,000
- Revise the way we deal with complaints – This is a proposal in Phase 2 and is being considered as part of a corporate review – Saving of £40,000

Savings – Phase Two

Service	Proposal	Detail	Saving
Communication, Marketing and Leisure	Stop the funding provided to the Scala Cinema and Arts Centre, Prestatyn	The Council has reduced its subsidy to the Scala in the last year and the proposal now is to stop providing a subsidy in future.	£41,000
	Reduce or remove funding provided to Ruthin Craft Centre.	The Council needs to consider, in light of the Arts Council of Wales grant, whether it continues to fund it and at what level.	£30,000

	Reduce funding to Rhyl and Llangollen Tourist Information Centres	Reduce seasonal opening hours.	£20,000
	Rhyl Pavilion Theatre-consider a different way of operating.	The proposal is to look at different ways of operating the theatre and considering whether it could be run by a private company.	£350,000
	Introduce charges to use the Drift Park and a reduction in the beach lifeguard cover during May and June.	The proposal is to introduce a £2 charge to use the Drift Park. The other proposal is to reduce the current lifeguard cover to weekends only during May and June when there is less demand on the service.	£76,000
	Reduce opening times for Denbigh Town Hall and / or consider transfer to Town Council.	The Council will consider whether it will partially close Denbigh Town Hall in quieter periods or to transfer the building to Denbigh Town Council.	£17,000
	Stop Council run exhibitions in library galleries in Rhyl, Denbigh, Ruthin and Llangollen and reduce costs in Library Service.	Stopping the exhibitions in galleries and making some general efficiencies, including spending less on books.	Elements included in Phase 2 are £130k for the first stage of library modernisation, £30k in relation to arts (exhibitions).
Education	Review school budgets in line with reduction in number of pupils.	Funding reduction to match from falling pupil numbers.	£242,000 (*The Council is investing £400,000 through the Corporate Plan to ensure we meet the Welsh Government Protection of

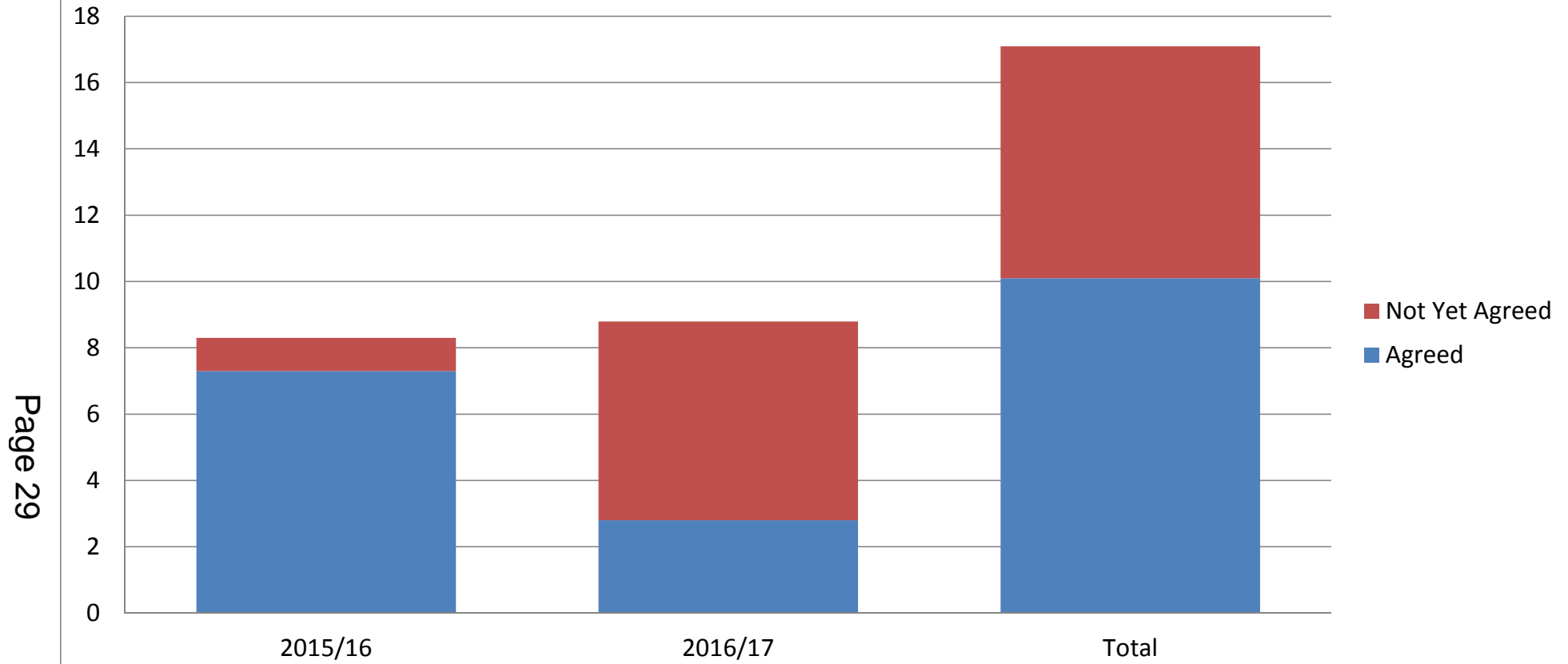
			1%).
	Managing facilities in schools.	The Council will stop the support provided to schools to manage their facilities, such as furniture and equipment.	£70,000
	The Council to end grant for school uniforms for low income families and stop financial support for school trips	The proposal is to stop the school uniform budget, with the option for schools to pay the discretionary grant This would not affect the grant to provide support for pupils in Year 7 that receive free school meals. Also the proposal is to stop the budget providing financial support for school trips.	£38,000
	Change the way we support governors	Delivering support in a different way and using alternative resources e.g. Governors Wales.	£31,000
	Change the focus of the Young Person's Counselling Service and focus the work of the Education Social Work team on school attendance and safeguarding.	The counselling service could be reduced through working more closely with community health services.	£220,000
	Savings in Educational Psychology Team	The service has been restructured as a result of a voluntary redundancy.	£30,000
	End the agreement with the William Mathias Music Service.	There is an agreement in place with the Service to manage and administer the peripatetic music service, county ensembles and instruments held by the Council. The proposal is to end that arrangement. This will not affect music lessons for individual pupils, as this is paid by parents.	£103,000
	Stop the School Library	A partnership involving a number of councils is	£78,000

	Service	being dissolved. Stop providing the service to schools.	
Highways and Environment	Reduce budget for supporting local bus routes	Reduction in the number of local bus routes supported	£166,000
	Reduce highways maintenance budget	Reductions in front line and supervisory staff levels; plus approx. 10% reduction in road lengths gritted, plus a cut of approx. £40k p.a. on structural maintenance programme.	£250,000
	Reduce grounds maintenance budget	Stop all spend on floral displays / hanging baskets, and associated work. Replace flower beds with grassed areas. Consequential reduction in front-line maintenance staffing levels.	£134,000
	Reducing the budget for Countryside Service	Proposed reduction in funding for the service	£65,000
Finance and Assets	The Council owns a number of non-operational assets with a cost associated with maintaining them.	To transfer a number of Council owned assets to local communities.	£20,000
	Create a business partnership in Revenues and Benefits	Develop a commercial process for transactions through a partnership with the private sector.	£220,000
	Reduce property support for schools	Reduce the support given to schools to facilitate building moves	£48,000
Planning and Public Protection	CCTV	Stop Denbighshire funding the CCTV service	£200,000
Housing and Community Development	Remove the budget for the new Town and Area Plans projects	Remove the Town and Area Plans funding for projects	£356,000
	Reduce costs in Economic and Business Development	Review staffing and project costs	£239,000

	Housing Revenue Account	Adjustment in the account to reflect projected increased financing costs, as a result of HRA self-financing.	£270,000
Children's Services	Parental contributions for services to children with disabilities	The Council is proposing to introduce a parental contributions policy for services for children with disabilities.	£50,000
Adult Services	Provider services	Consider starting a consultation on the future of future provision of council run direct care services, to ensure services are provided in a way that individuals tell us they want in the future.	£700,000
Customer Services	Rhyl One Stop Shop modernisation	To bring together the One Stop Shop and Cash Office functions under one roof at the town's Library.	£100,000

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Appendix 3 Budget Savings Targets 2015/16 - 2016/17 £m

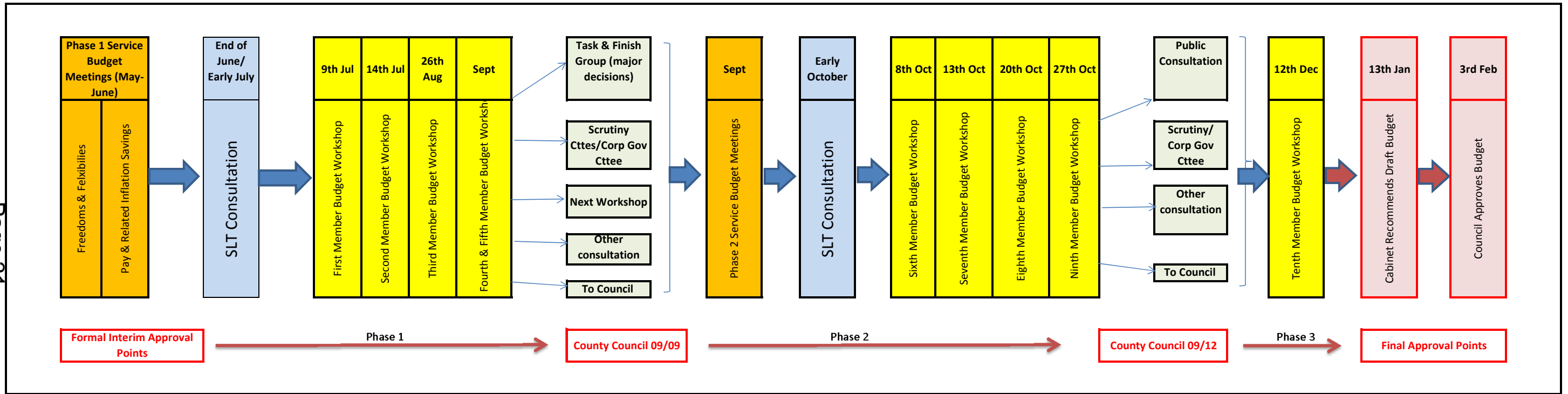


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BUDGET PROCESS 2015/16

BUDGET OVERSIGHT - Monthly Updates to CET, Corporate Governance Committee & Cabinet Briefing

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APPENDIX 5

Cutting Our Cloth response

Report To: Full Council

Date of Report: 9 December 2014

Report by: Denbighshire's Destination Marketing and Communications Team

Title: Cutting our Cloth – Public Engagement - Response Summary

Introduction

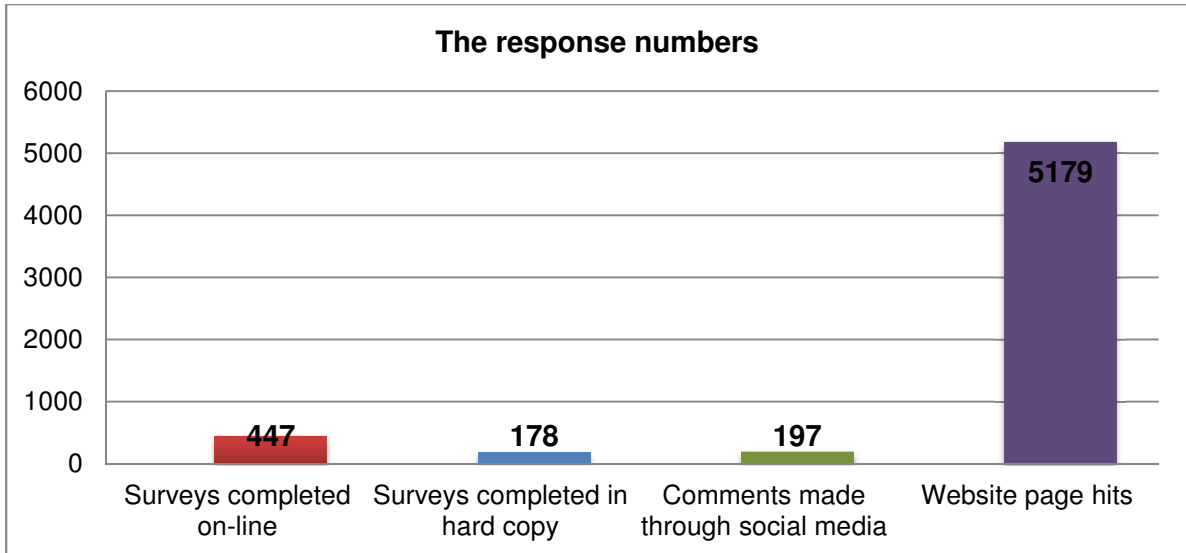
The first phase of the public engagement on the Cutting our Cloth debate is now complete. All responses received to date have been taken into account in this report. Whilst a decision will be taken on many of the proposals in December, the opportunity for residents to comment on the proposals will remain open until the final budget setting process is complete in February 2015. This is to consider any further ideas that may be submitted on how we can lessen the impact of cuts on our communities.

The Cutting our Cloth debate has been promoted through press releases and briefings, social media, and promotion in key buildings. This has provided the opportunity for residents to submit their contributions in different ways.

Cutting our Cloth has generated **822** survey responses through the completion of the official survey (as well as hard copies returned), including comments made on social media. A large number of responses were received during the first week when the newspaper features appeared. See Appendix 1.

Breakdown by response mechanism

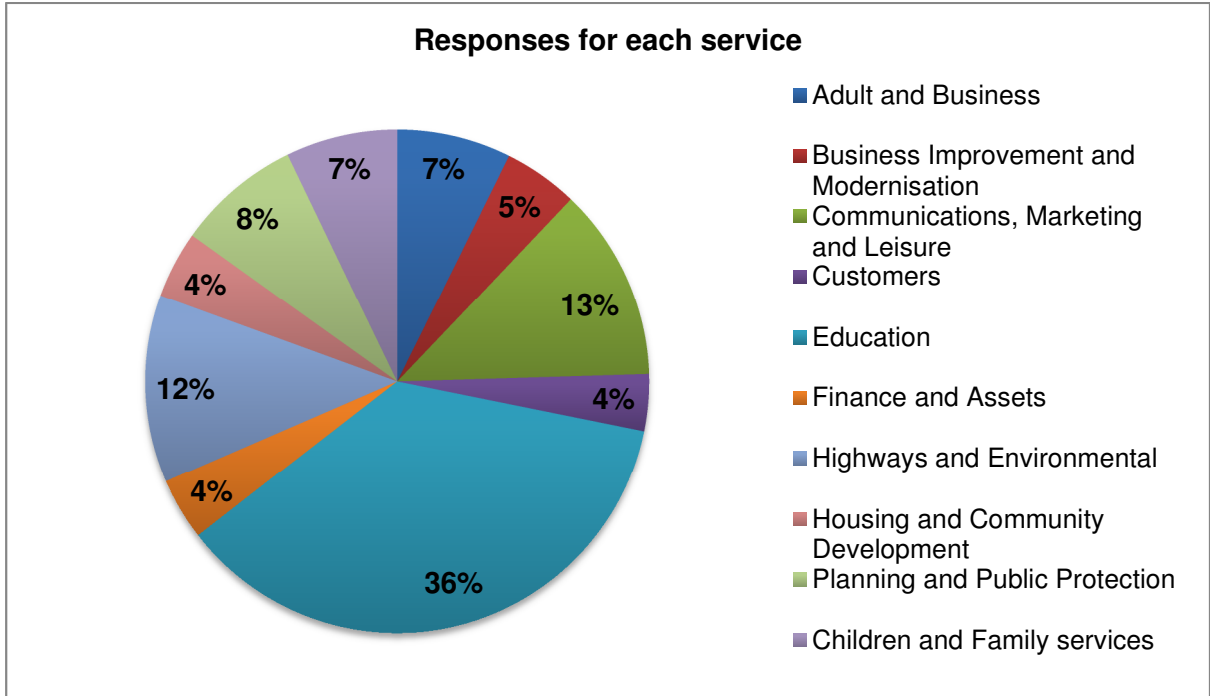
Website page hits	5,179
Surveys completed on-line	447
Surveys completed in hard copy	178
Comment made through social media	197



The information on the number of website hits has been included to demonstrate the level of engagement with the debate. Some people will have viewed the survey without actually completing the questions.

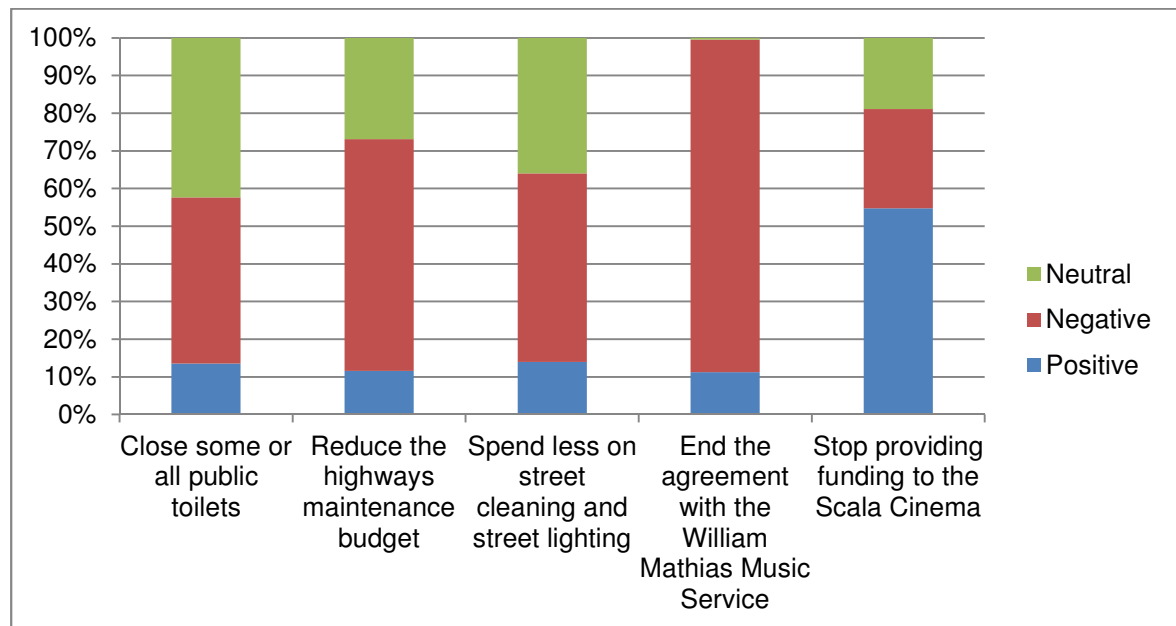
1. Responses by Service

Below is a chart showing the percentage of responses for each service.



Top five most commented on proposals

Below is a chart showing the top five most commented on proposals.



The most commented on proposal was from the Education Service proposals; to end the agreement with the Williams Mathias Music Service. It must be stressed that the majority of the feedback received on this item was as a result of an organised campaign, as well as some feedback through the official survey.

The Highways and Environmental Services had the second highest number of responses, with three of the proposals being in the top five.

These were; closing some or all public toilets, reduce the highways maintenance budget and spend less on street lighting and street cleaning.

The fifth most commented on proposal was from Communication, Marketing and Leisure Service; stop providing funding to the Scala Cinema. There was general support to stop providing the subsidy that is currently provided.

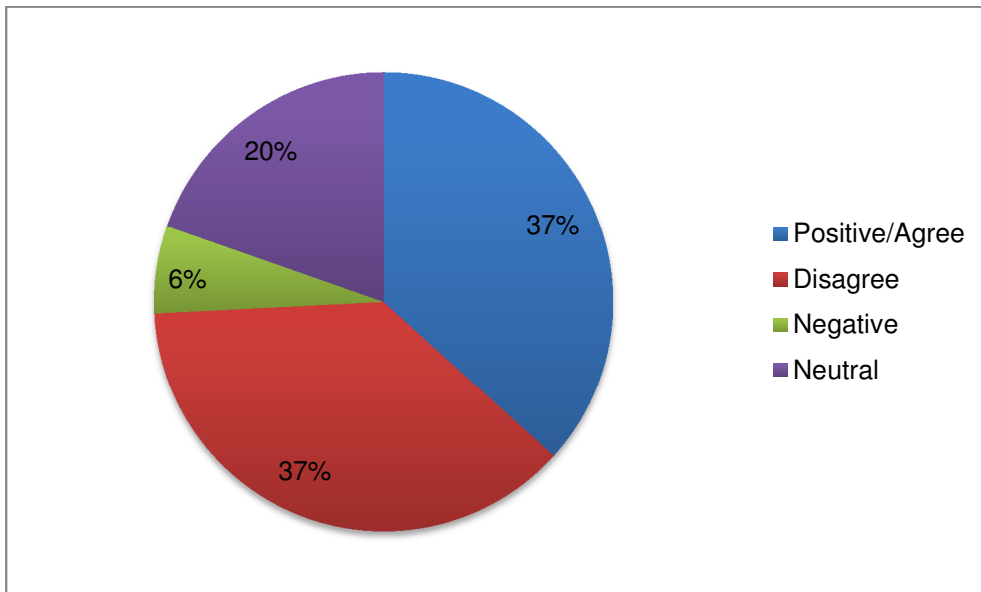
It must be noted that the Council is aware of a number of petitions relating to some of the proposals, including a petition on the care homes review (up to 5,000 names), the proposal to stop funding the William Matthias School Music Service (1,846 names) and a call for a full public consultation on the proposals (250 names).

The Council is also aware of a general discussion on social media about a number of issues, including the William Matthias School Music Service, the review

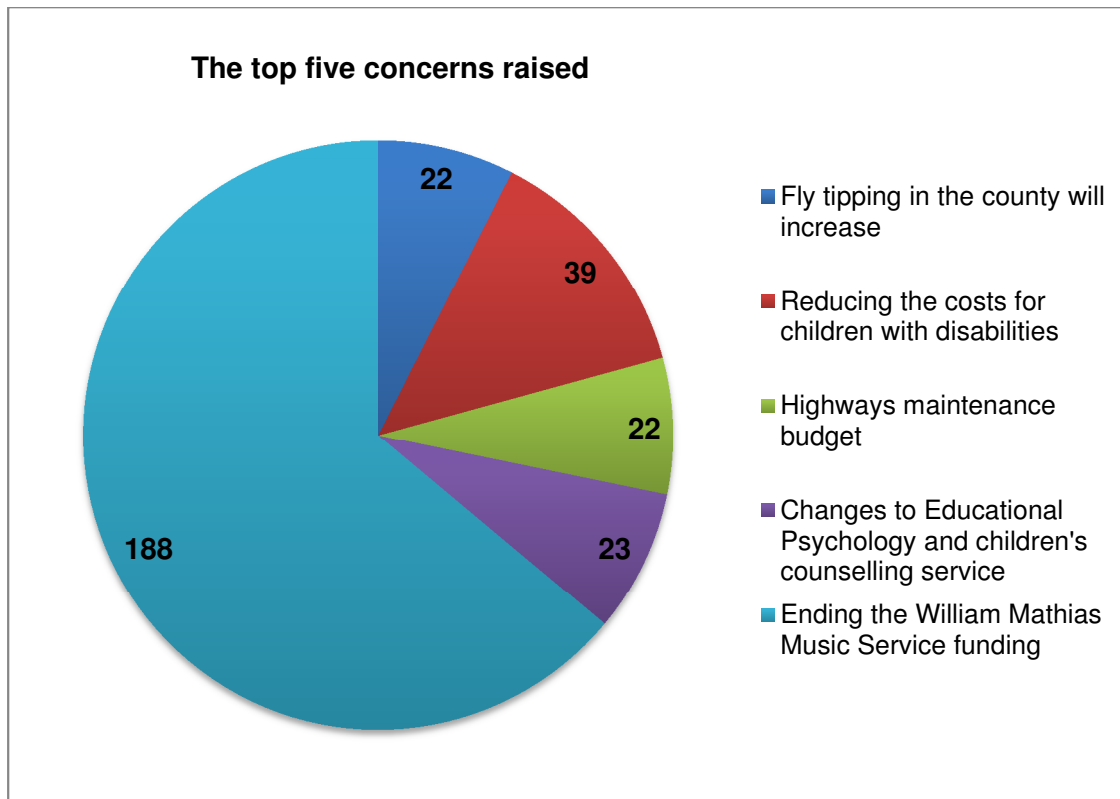
of care homes and the CCTV. Whilst these may not be deemed official responses to the debate, it is important to note that these discussions are taking place.

Appendix 2 includes the list of cuts and a summary of the comments raised by residents.

Below is a summary of the breakdown of survey responses and comments received in percentages (positive/ agree, disagree, negative and neutral).



Below are some of the key concerns raised by respondents to the debate.



The proposal to end the agreement with the William Mathias School Music Service drew the most number of comments, with concern expressed about the potential impact on music tuition and opportunities in Denbighshire.

Both proposals to charge for green waste collection and reduce the number of recycling parks in the county caused concern about the potential for an increase in fly tipping. Suggestions included having seasonal collections only; when the most waste is collected and reducing the amount of collections.

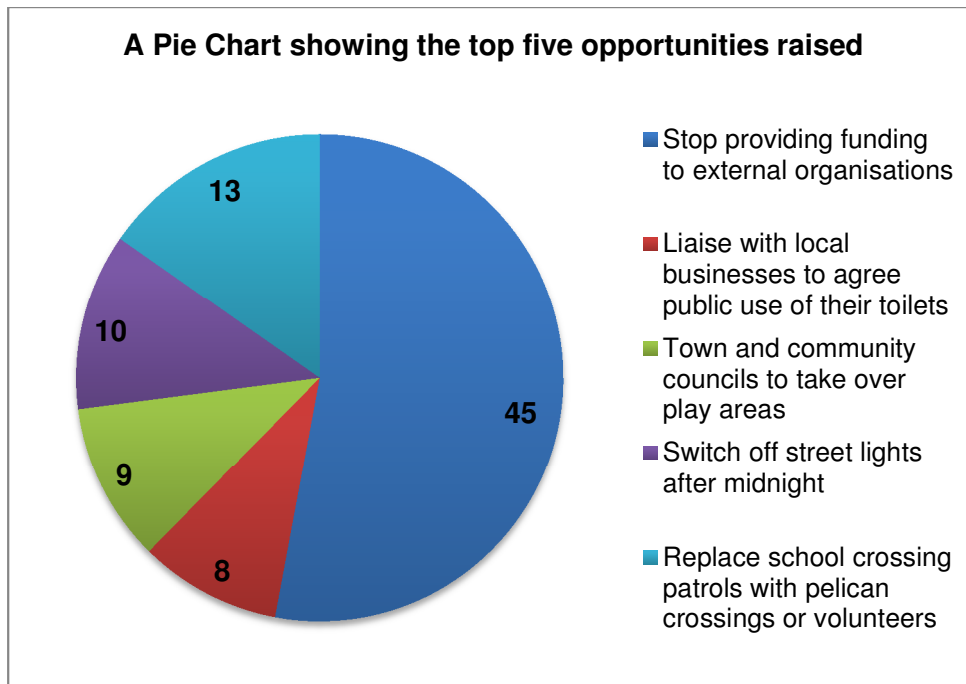
The proposal to review council-run care homes caused some concern for the closure of care homes, as this is perceived to be a much needed service.

Reducing the highways maintenance budget caused concern for the safety of the roads; residents perceive the condition of the roads to be poor as they stand, reducing this budget will further decrease their condition and safety.

Changes to the psychology and counselling services within education caused concern as people stated it is a much needed service and the capacity is limited as the service stands; children will not be supported as outside organisations are not able to fill this gap.

Ceasing funding to the CCTV service caused concern because of a belief that anti-social behaviour could increase if the service was no longer provided.

2. Range of opportunities raised



Residents suggest external organisations, such as the Scala Cinema in Prestatyn and the Ruthin Craft Centre should be self-sufficient and responsible for their assets themselves.

Some suggested that the Council liaised with local businesses to come to an agreement for toilets in shops/cafes to be used by the public and visitors to the county. Some state the lack of toilets will deter custom and tourists.

Play areas were deemed important by residents, with suggestions made that the Town and Community Councils could take these over.

Switching off street lights after midnight was suggested, to help reduce spending.

School crossing patrols were deemed important; an opportunity included introducing pelican crossings in place of patrol officers, the crossing could be used by all throughout the day.

There was a general public consensus about the need to make savings wherever possible. General observations supported outsourcing to the private and voluntary sectors, along with Town and Community Councils where possible.

A full list of the proposals with opportunities / suggestions put forward by the public, together with any comments from Heads of Service, can be found in **Appendix 3**.

3. Response undertaken to date

After the first week we identified a number of key areas of concern and put together the FAQ document entitled "You asked ... here is more information". This document was updated as the responses came in and was designed to deal with the main areas of concern or confusion raised by residents during the process. These were around services for children with disabilities, review of care homes and the proposal on the school uniform grant.

The latest version of this document will remain on the website and the survey will remain open until the final budget session in February 2015.

Individual press releases or press statements have been issued in response to specific issues raised.

4. Formal feedback to contributors

Where contributors left their contact details we will respond to them directly alerting them to the summary of responses which will be hosted on the website. A press release will be issued explaining that the formal part of the engagement has completed, that councillors have seen and taken into account the summary of the responses and that the survey is still open for any contributions residents may still wish to make. The report will appear on the website after the council meeting and will be placed on the Council's social media accounts.

5. Summary response from City Town and Community Councils

Feedback has been received from City, Town and Community Councils to the proposals. There was a general consensus that if a town council is in discussion to take over a County Asset / Service there has to be an acceptance that the discussions may take months.

There seemed to be conflict between what was considered to be priorities in the Town & Area Plans and what was subject to the budget proposals ie floral planting in Rhyl and Prestatyn.

The Councils were asked to discuss the budget proposals with their members and to come back if more detailed information was required. Such a request should be based on a genuine interest by the TC in entering into discussions and not purely as a speculative request which can be resource intensive.

A number of town councils have come forward and have expressed an interest in receiving more information on some of the proposals, with a view to considering whether they could look at taking over the services.

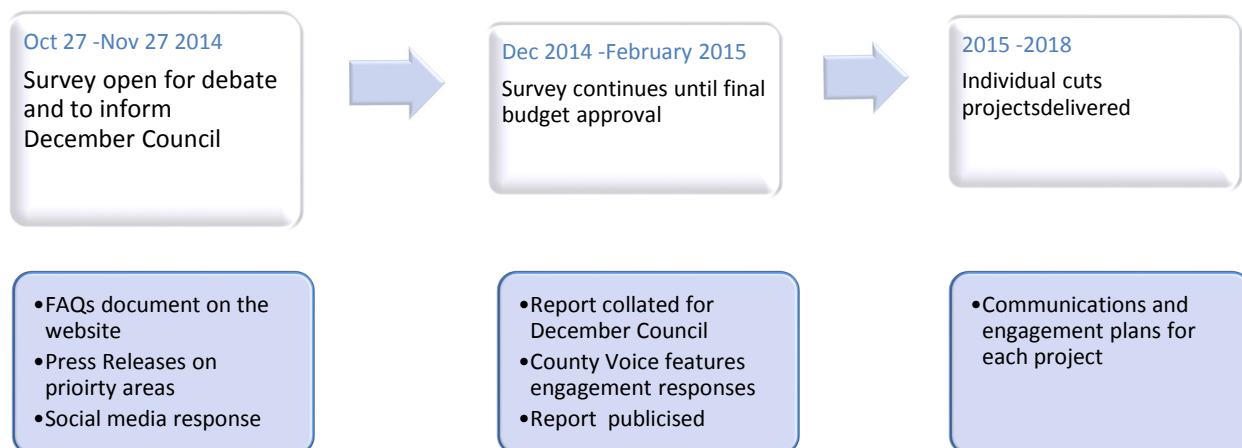
They have provided a response on a wide range of proposals. Their specific feedback on individual proposals have been included in the total number of comments received.

6. Summary response from partners

The Council has also been involved in discussions with the Denbighshire Voluntary Services Council (DVSC) to discuss the implications of our savings proposals, and to explore whether or not the Third Sector could assist the Council to soften the impact on some of these cuts to services.

There are a number of proposals which could benefit from further discussions with DVSC, including proposals on the Welfare Rights Service, volunteering in services such as the Scala, restructure of Adult Services in local communities and the potential of transferring community assets.

7. High Level Process



Impact assessment work has been carried out for each proposal and this will be considered by councillors at the same time as the feedback from residents when decisions are made.

Eich barn ar effaith y toriadau

Cutting our Cloth

Your views on the impact of cuts

Angen eich barn ar y drafodaeth toriadau yn y gyllideb

Your views needed on budget cuts debate

Mae'r Cyngor yn awyddus i glywed eich barn am y toriadau arfaethedig sy'n cael eu hystyried fel rhan o'r ymgyrch i ddod o hyd i £17 miliwn mewn arbedion dros y ddwy flymedd nesaf.

Rydym wedi lansio trafodaeth o amgylch y toriadau yn y gyllideb o'r enw 'Torri'r Gôt yn ôl y Brethyn', i ofyn i chi beth y gellir ei wneud i leihau effaith y toriadau anoch chi a'ch cymuned.

Mae'r Cyngor eisoes wedi cytuno ar becyn o doriadau gwerth £4.6 miliwn. Mae'r rownd bresennol o gynigion sy'n cael eu hystyried yn werth £6 miliwn a bydd cynghorwyr yn eu hystyried yn ffurfiol mewn cyfarfodydd ym mis Rhagfyr a mis Chwefror.

Dywedodd y Cynghorydd Hugh Evans, OBE, Arweinydd y Cyngor: "Mae'r Cyngor wedi gweithio'n galed iawn dros y blynyddoedd diwethaf i amddiffyn swyddi a gwasanaethau cyhoeddus hanfodol lle bynnag y bo modd.

"Rydym wedi llwyddo i arbed £20 miliwn trwy ganolbwyntio ar aneffeithlonrwydd, biwrocratiaeth a rheolaeth a chostau diangen, ond mae'r amser wedi dod i ni wneud toriadau.

"Mae'r toriadau hyn yn anrffod. Maent y dewisiadau 'lleiaf-gwaethaf' mae'n rhaid i'r Cyngor eu hystyried wrth iddo drefnu ei gyllideb ar gyfer y flyyddyn ariannol nesaf.

Dywedodd Dr Mohammed Mehmet, Prif Weithredwr Sir Ddinbych: "Nid yw sefyllfa'r gyllideb yn Sir Ddinbych yn sicr ddim yn unigryw ac rydym yn wynebu ein heriau mwyaf ers datganoli.

"Cyn y gwneir penderfyniadau terfynol ar y cynigion hyn, mae'r

Cyngor yn dymuno deall eu heffaith ar y cyhoedd, ar staff ac ar y gymuned ehangach.

"Er y bydd maint y toriadau sy'n wynebu llywodraeth leol yng Nghymru yn newid y strwythur a phwrpas, a bydd cynghorau yn anochel yn gwneud 'llai gyda llai', byddant yn dal i ddarparu gwasanaethau hanfodol i drigolion a gofal diogel o arsawdd da i'w hoedolion a phlant diamddiffyn.

"Ac rydym yn gwneud ymrwymiad yn Sir Ddinbych i barhau i ddarparu'r gwasanaethau gorau posibl, er gwaethaf yr heriau mawr sy'n ein hwynebu."

Mae crynodeb o gynigion i'w gweld ar y wefan, www.denbighshire.gov.uk, ynghyd â ffurflen ar-lein fer i chi ei chwblhau. Gallwch gyflwyno eich ymateb ar-lein.

Fel arall, gallwch anfon e-bost: public.relations@denbighshire.gov.uk neu ysgrifennu at: Torri'r Brethyn, Adran Gyfathrebu, Cyngor Sir Ddinbych, Neuadd y Sir, Ffordd Wynnstay, Rhuthun, LL15 1YN neu gallwch adael eich sylwadau yn unrhyw un o dderbynydd y cyngor.

Os ydych yn dymuno i'r Cyngor gysidro'ch sylw yn y cyfarfod ym mis Rhagfyr, bydd angen i chi sicrhau bod eich sylw yn cyrraedd cyn Tachwedd 27.

Bydd yr holl adborth a dderbynnir fel rhan o'r drafodaeth yn cael ei gyflwyno i gynghorwyr.

The Council wants to hear your views on the proposed cuts that are being considered as part of the quest to find £17 million in savings over the next two years.



Foreword by Hugh Evans
Leader of
Denbighshire County Council

We have launched a debate around the budget cuts called 'Cutting our Cloth', to ask you what can be done to lessen the impact of cuts on you and your community.

The Council has already agreed a package of cuts worth £4.6 million.

The current round of proposals being considered are worth £6 million and councillors will consider them formally at meetings in December and February.



Dr Mohammed Mehmet
Chief Executive
Denbighshire County Council

Councillor Hugh Evans OBE, Leader of the Council, said: "The Council has worked really hard over recent years to protect jobs and vital public services wherever possible.

"We have managed to save £20 million by concentrating on inefficiencies, bureaucracy and management, but the time has now come for us to make cuts.

"These cuts are unavoidable. They are the 'least-worst' options that the Council has to consider as it sets its budget for the next financial year".

Dr Mohammed Mehmet, Chief Executive of Denbighshire, said: "The budget situation in Denbighshire is certainly not

unique and we are facing our biggest challenges since devolution.

"Before final decisions are made on these proposals, the Council wishes to fully understand their impact on the public, on staff and on the wider community.

"While the scale of cuts facing local government in Wales will change the structure and purpose and councils will inevitably do 'less with less', they will still continue to provide vital services to residents and good quality, safe care to their vulnerable adults and children.

"And we are making a commitment in Denbighshire to continue providing the best possible services, despite the big challenges we face."

A summary of proposals can be found on the website, www.denbighshire.gov.uk, together with a short online form for you to complete. You can submit your response online.

Alternatively, you can e-mail: public.relations@denbighshire.gov.uk or write to: Cutting Your Cloth, Communications Department, Denbighshire County Council, County Hall, Wynnstay Road, Ruthin, LL15 1YN or you can leave your comments at any council reception area.

If you wish your comment to be considered by the Council at its December meeting, it should arrive with the Council no later than November 27.

All feedback received as part of the debate will be reported to councillors.

Below is a list of proposals and a summary of the main comments raised.

Service	Proposal	Summary of the concerns raised
Communication, Marketing and Leisure	Reducing spend on job advertising in newspapers	General support for this.
	Stop printing County Voice in hard copy	General support for this. Some questions on how people without internet can access the document.
	Additional income and savings in Leisure Centres	This was generally supported. Some concerns raised that increasing membership in leisure centres could result in queues for activities.
	Restructure at the Rhyl Pavilion and introduce transactional fees for bookings.	General support for this proposal, as the majority of similar venues charge a transaction fee. However, some concern that it will discourage people from visiting the theatre.
	Consider more efficient ways of running Llangollen Pavilion	Support for this proposal. One suggestion states all facilities like this should be offered to the private sector.
	Reduce costs in Youth Service	Mixed response. Some concern that this will impact on other elements of the Council's work.
Highways and Environment	Introduce charges for green waste collections	Some concern this will increase fly tipping. Others state they should receive this service as council taxpayers should receive the service
	Spend less on street cleaning and street lighting	Suggestion to switch off street lights after midnight and question whether there should be lighting at all in some areas.
	Reduce public rights of way activity	Some concern about this proposal having a detrimental effect on the countryside, less visitors coming to Denbighshire.
	Increase burial charges	Some concern that this will placed added pressure on people on low income.
Finance and Assets	Reduce the amount of office accommodation	This is supported.
Business Improvement and	Reduction in the opening hours of County Archives in	This is generally supported, as more information is becoming digital. Some suggest we should charge for

Modernisation	Ruthin.	the service, as private providers such as Ancestry.com do.
Adult and Business Services	Charging for the service we provide to manage financial affairs for people, when appointed to by the courts.	This is generally supported by respondents.
	Restructure of services in local communities.	Some support for this proposal – reducing the number of managers and having more staff on the ground.
	Find a more effective way of providing benefits and welfare advice.	General support for this proposal, although there is some concern about staffing and effects on low income families.
Children and Family Services	Reduce costs around staffing, technology, and contribution to regional young carers service, children with disabilities equipment, the adoption support costs, the Regional Youth Advocacy contract and external fostering costs.	Some concern that services to the most vulnerable could be affected. Some support for cutting administrative costs.
Planning and Public Protection	Planning and Public Protection – prioritising services	Small number of responses – some state they are vital services that need protecting. Others are in full agreement with the proposals.
	Increasing fees	Agreement to this.
	Closure of Pest Control Service	Some people say this proposal will make it harder for low income families to meet costs of any service they may need in the future. Others are supportive of the idea.
	Stop providing consumer trading standards advice	General agreement with this proposal.
Customer Service	Website advertising	General support of this proposal.

Savings – Phase Two

Service	Proposal	Summary of the concerns raised
Communication, Marketing and Leisure	Stop the funding provided to the Scala Cinema and Arts Centre, Prestatyn	Mixed response to this proposal. General support for this proposal, although there are some concerns raised.
	Reduce or remove funding provided to Ruthin Craft Centre.	General support for this. Some respondents say the centre should be self-financing. Also some suggest the funding be cut altogether, similar to the Scala proposal.
	Reduce funding to Rhyl and Llangollen Tourist Information Centres	General support for this. Some say the information is readily available online.
	Rhyl Pavilion Theatre - consider a different way of operating.	Strong views. Most people support this proposal. Some argue it should be self-financing and that taxpayers shouldn't need to foot the bill. Small number of people calling for investment in the Pavilion.
	Introduce charges to use the Drift Park and a reduction in the beach lifeguard cover during May and June.	Some concern about the reduction in lifeguard cover with questions around what will be done to educate people about the dangers, signage etc.
	Reduce opening times for Denbigh Town Hall and / or consider transfer to Town Council.	General support for this. One suggestion that the building is sold.
	Stop Council run exhibitions in library galleries in Rhyl, Denbigh, Ruthin and Llangollen and reduce costs in Library Service.	General support for this proposal, although some call for exhibitions to continue in some other form.
	Review the library asset portfolio	General support for this. Respondents want to see the libraries protected. Some suggestions about changing/ extending opening hours.
Education	Review school budgets in line with reduction in number of pupils.	Some disagreement with changing budgets. Some suggest this will only work if it is done properly, with funding evenly distributed.

	Managing facilities in schools.	Some concern over health and safety aspects.
	The Council to end grant for school uniforms for low income families and stop financial support for school trips	Some concerns at the effect this will have on lower income families. Some ask why a uniform is needed in the first place.
	Change the way we support governors	General support for this.
	Change the focus of the Young Person's Counselling Service and focus the work of the Education Social Work team on school attendance and safeguarding.	General concern about this proposal. People argue young people's health services should be protected.
	Savings in Educational Psychology Team	General support for this proposal.
	End the agreement with the William Mathias Music Service.	Generally there is opposition to this proposal, stating it will have a detrimental effect on music lessons in schools. A petition and e-mail campaign has been generated to respond to this proposal. Some people have expressed their support to the proposal.
	Stop the School Library Service	Small number of responses. General disapproval, with concerns that this move will affect children's literacy.
Highways and Environment	Reduce budget for supporting local bus routes	Some concern about the effects of the proposal on transport in rural areas. Also some concern that bus fares will increase as a result.
	Reduce highways maintenance budget	Some concern that the roads are not in the best condition currently, also some concern about reducing gritting routes.
	Reduce grounds maintenance budget	Some think it's a good idea and should be implemented. Others fear it will affect the visual impact of the county from a tourism perspective.
	Closing some or all public toilets	Some concern that this will have an effect on the elderly and visitors. Others argue there are plenty of public toilets in the county (shops, shopping centres,

		restaurants, cafés etc)
	Closure of one recycling park in Denbighshire	Mixed response. Some think it's a good idea. Others are concerned about the potential risk of fly-tipping and the effect on the county's recycling rates.
	Reducing the budget for Countryside Service	Mixed response. Some think it's a good idea. Others fear of the effects on tourism and countryside.
Finance and Assets	The Council owns a number of non-operational assets with a cost associated with maintaining them.	General support for this proposal.
	Create a business partnership in Revenues and Benefits	Mixed response. Some support, providing the residents see a benefit.
	Reduce property support for schools	Mixed response.
Planning and Public Protection	CCTV	Concern over the impact on community safety, a small number of people think it's a good idea.
Housing and Community Development	Remove the budget for the new Town and Area Plans projects	General support for this.
	Reduce costs in Economic and Business Development	General support for this proposal.
	Housing Revenue Account	General support for this proposal.
Children's Services	Parental contributions for services to children with disabilities	Mixed response. Some concern about effects on low income families, some question will this be means tested.
Adults Services	Provider services	Concerns raised about the review of care homes. Clarification sent out to explain the position. An online petition has been arranged on this subject.
Customer Services	Rhyl One Stop Shop modernisation	General support for this proposal, stating that the Prestatyn model has worked well.. Some say it makes sense to centralise services.

Opportunities and suggestions from the 'Cutting our Cloth' engagement with Head of Service comments

Savings – Phase One

Service	Proposal	Opportunities/ Suggestions	Comment from Head of Service
<p>Communication, Marketing and Leisure</p>	<p>Reducing spend on job advertising in newspapers</p>	<ul style="list-style-type: none"> • Where Welsh is essential for a post, only advertise in Welsh. • Have one generic advert with job titles only. 	<ul style="list-style-type: none"> • We plan to have on generic advert which will direct potential applicants to the Council website. This will need to be bilingual in line with our Welsh Language Policy. • All posts will also be advertised on the corporate social media accounts, to ensure maximum audiences to view our job opportunities.
	<p>Stop printing County Voice in hard copy</p>	<ul style="list-style-type: none"> • Stop it altogether if you are only going to produce it electronically. I would bet that a fair number of its readers do not use electronic means to access it - perhaps having it in Welsh and English online and producing it in English only in print would save just as much. • Produce one issue with a front page blast saying that future editions will be available on-line only and e-mailed to residents on publication date. Delivery of County Voice will be by request only. 	<ul style="list-style-type: none"> • The electronic version will allow us to be more responsive to residents as we will be able to measure the take up and residents will be able to feedback their views directly. • We will be producing the December edition in electronic and hard copy format with clear advertising to promote the fully electronic version to follow in the Spring of 2015. • We need to ensure that we have a clear communication channel for our residents to feel informed, something they have highlighted in previous resident surveys.

		<ul style="list-style-type: none"> • Consider not producing it at all. • Promote through local news e.g. llanblogger. blogspot.com, it would still get seen. 	
	Additional income and savings in Leisure Centres	<ul style="list-style-type: none"> • Stopping discounted rates for DCC members would help reduce the oversubscribed gyms at peak times. • I think there are not enough local leisure centre facilities for residents, this should be an area of growth first, have more centres, offer good facilities, before you look to increase any costs. • £14-15 per month may be quite a lot for older people to find. Sometimes, it might be worth offering a considerable concession in an attempt to attract more members with a resultant increase in income. 	<ul style="list-style-type: none"> • We have reopened the North Wales Bowls Centre in Prestatyn and in 2015 will re-open the Nova Centre and therefore the leisure portfolio is growing in Denbighshire. • There is already a membership concession in place for older people and of course swimming is free for Over 60's
	Restructure at the Rhyl Pavilion and introduce transactional fees for bookings.	<ul style="list-style-type: none"> • Why not try to attract better quality of show to attract a greater audience. • Reduce box office open hours. • £2.50 transaction fee sounds high in comparison to other ticket agencies - could there be a reduction to Denbighshire residents. 	<ul style="list-style-type: none"> • We will consider this going forward • The transaction fee is below industry average and includes both card fees and postage.
	Consider more efficient ways of running Llangollen Pavilion	<ul style="list-style-type: none"> • Close it over the winter months. • What about just closing for certain months of the year - 	<ul style="list-style-type: none"> • Opening hours are tailored to booked events. We are working with a partner to develop more events /

		hopefully increasing demand for the rest of the year.	conferences.
	Reduce costs in Youth Service	<ul style="list-style-type: none"> • Tie in with academic year. 	<ul style="list-style-type: none"> • The Youth Service programme operates on a financial year although it contributes to activity through the academic year. Reduced costs therefore are fine based on the financial year.
Highways and Environment	Introduce charges for green waste collections	<ul style="list-style-type: none"> • Why couldn't you just cut down the number of collections per year? Surely we don't need as many in the winter? • Could the collections not be reduced to once every two months in winter and once a month other times and if people want more frequent collections they can pay for it? Green waste collection only between March and October when the need is required. • Green waste as a potential fertiliser - process it (not by a private firm use council workers) and sell it back to Denbigh gardeners at a price less than you'd pay in a shop - the money collected goes to the council for the peoples benefit and not a private company. Use the same model for other areas. • This should be waived for the elderly and disabled • Half the charge, may seem more palatable to residents • Leaflets on 	<ul style="list-style-type: none"> • That already happens, however it doesn't deliver the budgetary reductions that are required. • As above. Reducing frequency doesn't deliver the budgetary savings that we are required to make • Our green waste is already composted and re-used. The resulting compost is already offered to commercial outlets, however, the market is flooded by the volumes of material that are generated, and consequently, the compost has little or no residual value. For example; Flintshire give it away free. • The elderly and the disabled are not necessarily poor, especially the people who have private residences with significant gardens • Nobody is forced to opt in. • See comments above on composting

		composting? <ul style="list-style-type: none"> • Should have an option to opt out • How about introducing community compost 	
	Spend less on street cleaning and street lighting	<ul style="list-style-type: none"> • Educating the public to keep the streets tidy would reduce the amount of street cleaning needed. • Look at which areas require most cleaning and observe the reasons why, who actually creates the mess? When and how often. • Those on Community Service could do the street cleaning. • More bins (in the right places) would allow for less Street cleaning. • Greatly reduce the amount of street lights in towns and the time they are switched on reduced. • We need to teach people not to litter first. Impose fines not just make rules that aren't enforced. • Ask for volunteers. Offer grants to community groups/ youth projects? • Why not take the clearance of sand from the promenade in-house, this will save the extortionate costs paid to the contractors. Surely DCC gardeners etc have the machinery to do this? 	<ul style="list-style-type: none"> • We already try to do this • We already do this • This already happens. • Unfortunately; people litter even in areas where there are plenty of bins. • This will be considered if any further cuts are required. • We already try to do this • Most street cleansing is done using ride-on machines. • It is not accepted that any contractors are paid extortionate amounts.
	Reduce public rights of way activity	<ul style="list-style-type: none"> • Get the people doing community service or on benefits to clear this up - way for them 	<ul style="list-style-type: none"> • We already use the community payback teams on public realm work

		<p>to "earn" their money.</p> <ul style="list-style-type: none"> • Public rights of way - healthier living - people should be made aware of where they can exercise. 	<ul style="list-style-type: none"> • The council runs frequent publicity campaigns in this area of activity.
	Increase burial charges	<ul style="list-style-type: none"> • Increase should be phased - increase is too much in one go. • Would prefer if Rhuddlan owned their own piece of land for burials, and hope the town council would look into it in the near future. <p>Could this increase be potentially made less by also introducing a small increase to burial of ashes / cremation / removal + reinstatement of headstone memorials etc?</p>	<ul style="list-style-type: none"> • Increases have been phased • That's a matter for the TC • The increases are across the whole service area
Finance and Assets	Reduce the amount of office accommodation	<ul style="list-style-type: none"> • Don't leave empty buildings. For example Ty Nant could have been rented to local agencies and consultancies as "virtual offices" with one or two staff manning the central phone line. 	<ul style="list-style-type: none"> • We are reducing the amount of office space where possible. Ty Nant was advertised for rent for several months but there was no interest from anyone either to take it all or in part.
Business Improvement and Modernisation	Reduction in the opening hours of County Archives in Ruthin.	<ul style="list-style-type: none"> • Does DCC charge for this service? Much of this is available online but providers charge for access. DCC should also charge. • If you're considering reducing the hours, how about open on a Saturday morning giving opportunity those working Mon-Fri to access this fantastic facility. 	<ul style="list-style-type: none"> • We have already reacted to some engagement to reduce the hours for 4 – 2 days to look at reducing it from 4 – 2 ½ days. We are currently consulting on which days these 2 ½ should be. • By reducing our opening hours, we will provide a reasonable level of public opening hours for visitors, whilst also allowing staff more time

			<p>to spend on essential behind the scenes work, including:</p> <ul style="list-style-type: none"> • cataloguing • publishing our catalogue of holdings online • digitising collections and making them available online • digital preservation <ul style="list-style-type: none"> • We are proposing to reduce the opening hours from the current 28 hours a week, to 17 hours a week from January 2015. We are proposing three options for the new opening hours, and we would like you to vote for your preferred option. You also have the opportunity to propose a fourth option, if you like. <ul style="list-style-type: none"> • The closing date to have a say is Friday 5th December 2014. We will make a final decision shortly after this date, and the new opening hours will come into effect in January 2015.
Adult and Business Services	Charging for the service we provide to manage financial affairs for people, when appointed to by the courts.	<ul style="list-style-type: none"> • Why can you not get accountants to do this job and charge the full amount to the client 	
	Restructure of services in local communities,	<ul style="list-style-type: none"> • No suggestions provided. 	
	Find a more effective way of providing benefits and welfare advice.	<ul style="list-style-type: none"> • Leave it to CAB. There seem too many organisations offering the same service. 	<ul style="list-style-type: none"> • Head of Service felt no specific response was necessary.
Children and Family Services	Reduce costs around staffing, technology, and	<ul style="list-style-type: none"> • No suggestions provided. 	

	contribution to regional young carers' service, children with disabilities equipment, the adoption support costs, the Regional Youth Advocacy contract and external fostering costs.		
Planning and Public Protection	Planning and Public Protection – prioritising services	<ul style="list-style-type: none"> • Members training should not cost the council anything, as it should be carried out by internally qualified staff. Members council allowances should also be looked at should the number of members there are in the authority - do we really need 40+!! 	<ul style="list-style-type: none"> • The training is carried out by internal qualified planning staff. The saving seeks to reduce this internal cost. • The issue of Members allowances and the number of Members in the Authority is not a matter linked to this savings, and is a matter best addressed by others.
	Increasing fees	<ul style="list-style-type: none"> • No suggestions provided. 	<ul style="list-style-type: none"> • No response needed
	Closure of Pest Control Service	<ul style="list-style-type: none"> • You could charge for the service. • Perhaps help for those on very lowest incomes could be subsidised if private services are really needed and pests are a health risk to neighbours? • Makes it harder for those on low income - could it be reduced and offered just to those people? 	<ul style="list-style-type: none"> • Pest Control is not a statutory function. We do have an existing charging regime for our Pest Control Service, but that income never covered the cost of providing the Services. There are numerous providers of pest control services in the private sector, so the public have options in the free market who to engage should they have a pest problem. The Council will retain a public health statutory duty which may result in statutory notices being served on private land owners to resolve a pest problem themselves, if that problem has broader

			public health implications. The Council will have options in terms of ensuring compliance with such statutory notices.
	Stop providing consumer trading standards advice	<ul style="list-style-type: none"> • No suggestions provided. 	<ul style="list-style-type: none"> • No response needed
Customer Service	Website advertising	<ul style="list-style-type: none"> • No suggestions provided. 	

Savings – Phase Two & Three

Service	Proposal	Opportunities/Suggestions	Comments from Heads of Service
Communication, Marketing and Leisure	Stop the funding provided to the Scala Cinema and Arts Centre, Prestatyn	<ul style="list-style-type: none"> • No suggestions provided. 	
	Reduce or remove funding provided to Ruthin Craft Centre.	<ul style="list-style-type: none"> • Introduce an admissions fee. 	<ul style="list-style-type: none"> • We will shortly be holding discussions with the Arts for Council for Wales that provide around 87% of the funding. Admissions fees will be part of the discussions.
	Reduce funding to Rhyl and Llangollen Tourist Information Centres	<ul style="list-style-type: none"> • Look at footfall and only open during peak times, or close during the winter months. • Try to pass some of the cost in the form of increased business rates? • Create information points in libraries, information boards with leaflet racks. • Create an online facility within the buildings similar to banks. • An online provision 	<ul style="list-style-type: none"> • Footfall has been analysed and will be used to determine opening times. • Rateable values are set by the valuation office, the rate in the pound set by the Welsh Government and Westminster sets any reliefs or changes through legislation. • We continue to develop the opportunities to

		should remain.	promote tourism through the other outlets suggested.
Rhyl Pavilion Theatre - consider a different way of operating.	<ul style="list-style-type: none"> • Could it be transferred to the community? • Arts Council should be approached for more support. 		
Introduce charges to use the Drift Park and a reduction in the beach lifeguard cover during May and June.	<ul style="list-style-type: none"> • Only have lifeguards at weekends or busier periods. • Suggest a Family charge of £5 for the day and look at other options 		
Reduce opening times for Denbigh Town Hall and / or consider transfer to Town Council.	<ul style="list-style-type: none"> • No suggestions proposed. 		
Stop Council run exhibitions in library galleries in Rhyl, Denbigh, Ruthin and Llangollen and reduce costs in Library Service.	<ul style="list-style-type: none"> • Why not start by having a massive sale of old stock books to see if this can fund buying new books and promoting some exhibitions. To reduce staff costs, appeal for users as volunteers. • Consider charging for book reservations. Consider charging adults for more than one hour of computer use per week. • Could accept second hand books. Those not req. could be given to charity shops • Rent the gallery space to interested parties. • Can libraries become multifunctional hubs? • Only have one arts offer per town. For example, Ruthin has the Craft Centre and the Oriel; this is the case in most 	<ul style="list-style-type: none"> • Ex-Library books are purchased by 2 organisations which goes towards the service income target. • The Library service is currently looking at increasing its use of volunteers as part of the developing community offer. • Charges are levied on reservations on books borrowed from outside of Wales. We are not able to charge for books borrowed within Wales due to Welsh Government requirements. Similarly charging for public use of the internet to access information is contrary to the Welsh government agreement. • Second hand books: The 	

		<p>towns.</p> <ul style="list-style-type: none"> • Charge the exhibitors for using the space. • Reduce not stop. • The libraries could look at other ways of raising money e.g. charging for DVD rentals, voluntary charge for adults on books, 'premium' membership to avoid late fees and allow more books to be taken out. 	<p>staff time taken in processing, jacketing, cataloguing and labelling etc is significant - this practice was stopped previously due to the high costs in processing.</p> <ul style="list-style-type: none"> • Alternative use of gallery space is part of the proposed efficiencies. Art gallery exhibitors have been charged through a commissioning sales process. Charges are unlikely to provide a good level of income / efficiency. Unfortunately reducing the use of gallery space will not generate the savings required. • Libraries currently are multi functional (e.g. council one stop shops, Tourist information etc) and moving forward this will be part of proposed continuing and further developments. • Libraries are unable to charge for books as this would contravene the public libraries act. Charges for DVD's was stopped in May 2013 due to the low interest from the community.
	<p>Review the library asset portfolio</p>	<ul style="list-style-type: none"> • Extend the opening time of ALL libraries to get better value for money from the Capital investment. • Hire out the facilities. 	<ul style="list-style-type: none"> • Extending the operational hours of all libraries would only increase certain elements of the revenue costs of the building i.e. staffing and utilities. The focus of reviewing the asset portfolio will be to ensure we make better use of these assets and consider a number of options going forward such as sharing facilities

			with other service provider or third sector organisations.
Education	Review school budgets in line with reduction in number of pupils.	<ul style="list-style-type: none"> • Support schools that are popular and full to capacity and rationalize those that underperform and parents obviously avoid. • There are schools where there are very low numbers yet the money from DCC is still going into them. DCC needs to close these schools. DCC needs to stop the modernising education programme and wasting money on that! • P.T .A.'s could help with the shortfall. • A formula based on need would be preferable and not disadvantage smaller schools. 	<ul style="list-style-type: none"> • The Modernisation Programme is about reviewing all schools and understanding where the need for school places are, both now and in the future. Surplus capacity has been removed by closing and amalgamating schools where the case has been made and agreed by elected members. • The funding formula has been reviewed recently and a significant proportion of funding is based on pupil numbers. Small schools are supported but there is a point at which they become unsustainable.
	Managing facilities in schools.	<ul style="list-style-type: none"> • No suggestions proposed. 	
	The Council to end grant for school uniforms for low income families and stop financial support for school trips	<ul style="list-style-type: none"> • Schools could also organise internally a swap shop for outgrown uniforms. • Maybe we should get rid of school uniform - they don't have it in other countries, and parents do have to pay extortionate prices for uniform. • You could save money by doing away with wear school uniform completely. All you need to do is specify that pupils wear a particular colour of clothing and leave it at that. Uniform is not a great leveller – the rich kids wear an expensive uniform and the poor kids wear a cheap 	<ul style="list-style-type: none"> • Each Governing Body has responsibility for their own school uniform policy including how they deal with cases of hardship when parents/carers are unable to afford to pay for a uniform.

		uniform so it just emphasises social inequalities in a different way.	
Change the way we support governors		<ul style="list-style-type: none"> •Governors Wales is there for support instead. 	<ul style="list-style-type: none"> • Work is taking place to ensure Governors are aware of this service.
Change the focus of the Young Person's Counselling Service and focus the work of the Education Social Work team on school attendance and safeguarding.		<ul style="list-style-type: none"> •Reduce the funding given to the Educational Social work team. They DUPLICATE what other social workers do anyway. •This could be out sourced &/or taken by qualified help e.g. Retired counsellors 	
Savings in Educational Psychology Team		<ul style="list-style-type: none"> • No suggestions proposed. 	
End the agreement with the William Mathias Music Service.		<ul style="list-style-type: none"> •The poorer families cannot afford music lessons, could the council not support funding for the less well off? Peripatetic music services used to be run by councils themselves - paying a private, profit making company must be more expensive. 	<p>There is currently an agreement in place with the William Matthias Music Trust to manage and administer the peripatetic music service, county ensembles and instruments held by the Council. Peripatetic lessons are held either on an individual basis for those students who want to learn a musical instrument in school, as an addition to the core music curriculum. Schools pay to have lessons from the delegated school budget with a contribution from parents, dependant on the schools individual charging policy. There are currently 861 pupils in the primary sector receiving lessons and 328 pupils in the secondary</p>

			<p>sector. The Denbighshire Youth Choirs are not currently affected. These services are above and beyond music lessons that all children will continue to receive as part of their curriculum offer.</p> <p>The current arrangement is in the form of a Service Level Agreement (SLA) which costs the Council £103,000 a year, with approximately £50,000 paying for the administration costs of the peripatetic service in schools and approximately £52,000 for the six ensembles. Currently, the membership for the six ensembles is approximately 192 Children. The six ensembles are:</p> <p>Ysgol Glan Clwyd Area Wind Band: 24</p> <p>Fusion Band : 9</p> <p>Rhyl String Group: 24</p> <p>Ruthin Area Training Brass Band: 33</p> <p>Denbighshire Senior Brass Band: 41</p> <p>Dinas Bran Area Wind Band: 61.</p> <p>All of these ensemble groups meet for 30 rehearsals a year - 10 per term. The groups participate in a range of events, concerts and competitions.</p> <p>The proposed cut is in relation to the maintenance of the Service Level</p>
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			<p>Agreement. This is an agreement which is in addition to curriculum provision and is not a statutory requirement. Although the Council is considering cutting the payment for this SLA, we would potentially consider alternative ways of providing this type of opportunity for children and young people. We think there could be new ways we can work that will improve accessibility for children across the board and would like to be able to discuss these fully with the William Matthias Trust.</p>
	Stop the School Library Service	<ul style="list-style-type: none"> • Could you share whether schools would be able to access this stock on a permanent basis? /Buy it at discount from the service? • Allow the children to attend the local library in school time; the librarians could attend the school. 	
Highways and Environment	Reduce budget for supporting local bus routes	<ul style="list-style-type: none"> • Take buses back into public ownership. • Why not reduce the budget for councillors' travel expenses? • Would a reduction in the frequency of some services rather than the cutting of routes entirely help to lessen the impact? 	<ul style="list-style-type: none"> • Not enough money available • Not relevant • Those options will all be considered
	Reduce highways maintenance budget	<ul style="list-style-type: none"> • Drainage on roads should be looked at so that gritting levels can be reduced also a map of the areas where there are regular problems with temps and rainfall throughout the year preventive work should be done rather than a 	<ul style="list-style-type: none"> • Already being done • Frequency is determined reactively, according to forecasts.

		<p>sticking plaster at the time of the problem.</p> <ul style="list-style-type: none"> • Keep the same gritting pattern, but do the minor roads less frequent. • Maintenance should be done by contractors then you would only have to pay for the work that needs to be carried out at a specific time saving money on staff that have to be paid all year round. • If reducing the gritting in bad weather, need better information (web/phone) on when roads will be cleared. Similar with school too - if you knew what time the roads were being gritted there wouldn't be the panics at 7.30-8 when it snows/freezes. How many schools publicise at 8 that they're not open and roads ok by 9.30-10? How about opening schools at 10 when the weather is bad? 	<ul style="list-style-type: none"> • We are already increasing the proportion of work undertaken by contractors • The cuts relate to precautionary gritting, not to the response in snow conditions (which most of this question relates to).
	<p>Reduce grounds maintenance budget</p>	<ul style="list-style-type: none"> • Consider letting community groups take over and plant vegetables or wild flowers. There is zero sense in ceasing the cutting of the bowling green (for example) but then not allowing the club members to take over that role. • Replace flower beds with wild flowers that will regenerate every year. This will not only provide something nice to look at but will be important for pollinating insects. Also look for local groups who would be 	<ul style="list-style-type: none"> • Happy to consider • As above • More expensive to grown your own than buy-in. • Lower maintenance displays are already being introduced

		<p>willing to take over the management of the flower beds or look for sponsorship from local business.</p> <ul style="list-style-type: none"> • Be reduced without losing staff. Council staff could grow their own plants rather than buying them in, schools and youth organisations could be involved as part of their education. Lower maintenance planting could be used - the towns need to look attractive for visitors. • Look at more business sponsorship. • Encourage home owners to plant in their gardens to add colour to towns and villages • Maybe local businesses could make donation towards the cost of the flowers and maintenance of beds and borders • How about using the 20% to offer as grant to community groups (if they can match fund) so that there is the potential to keep the communities colourful but by transferring the work and ownership to local groups? 	<ul style="list-style-type: none"> • Already done • The cuts relate to public open space, generally on main roads and in town centres, not private gardens in suburban areas. • See above • See above
	<p>Closing some or all public toilets</p>	<ul style="list-style-type: none"> • Could local services, currently posting signs, "Toilets for customers only", not be encouraged (reimbursed) for permitting people to use their facilities without charge? • Would be happy to pay a nominal fee to use available toilets. • Could alternative options be considered, 	<ul style="list-style-type: none"> • Open to ideas, but it would need to be case by case, site by site. • See above • See above • Yes • See above

		<p>for example the toilets at the Pavilion Theatre could become public toilets.</p> <ul style="list-style-type: none"> • Could cuts be to the areas of least use first to minimise impact i.e. NOT main tourist or population areas • Consider joint ventures with local businesses - eg pubs, cafes. • These could be self-funding possibly through sponsorship, plumbers' merchants even. • How about considering some when other nearby toilets are open in council buildings e.g. is there any need for the Market Street toilets to be open 9-5 Mon-Fri when there are toilets available in County Hall which is 100yds away? And in Ruthin Craft Centre and Nantclwyd y Dre which is less than 5 mins away. How about putting signs on council buildings advertising the public toilets e.g., Ruthin Gaol, Nantclwyd y Dre, Ruthin Craft Centre, County Hall, Caledfryn, Russell House, Plas Newydd, Town Halls, Leisure Centres etc by noting the nearest when those buildings are closed. 	<ul style="list-style-type: none"> • See above • Would be considered case by case, but likely to be more expensive than the current arrangements. Also difficulties over security.
	<p>Closure of one recycling park in Denbighshire</p>	<ul style="list-style-type: none"> • Could the council not run them themselves? A recycling centre should be a source of income to the council, not a cost incurred by contracting the service out to private, profit making companies. • Could the opening times be reduced? And staff 	<ul style="list-style-type: none"> • They cost money to run. There is no net profit. The private sector runs them more cost effectively than the council could. • Will be considered as an option

		numbers reduced.	
	Reducing the budget for Countryside Service	<ul style="list-style-type: none"> • No suggestions provided. 	
	<p>Phase 3 - Play areas. Consider the degree to which we are able to continue supporting play areas.</p>	<ul style="list-style-type: none"> • Involve local residents in looking after them. • Town council to maintain them & transfer responsibility. • There should be a levy on the sale of computers to contribute towards the maintaining of play areas which are physical and require healthy movement which prolongs an active life. • Hand this to town councils with an increase in their budget, this must not be ring fenced. • Transfer them to self-funding community groups. 	
	<p>Phase 3 - School crossing patrols. Consider whether we can continue to provide school crossing patrols.</p>	<ul style="list-style-type: none"> • Install pelican crossings and stop paying a lollipop lady just to push the button. • Provide automated crossing instead of people school staff could take on this task or concerned parents. Drivers would be more vigilant if they knew that the onus was on them. • Could parents or teachers voluntarily man the crossings? • Schools should fund them themselves. 	
Finance and Assets	The Council owns a number of non-operational assets with a cost associated with	<ul style="list-style-type: none"> • No suggestions proposed. 	

	maintaining them.		
	Create a business partnership in Revenues and Benefits	<ul style="list-style-type: none"> • No suggestions proposed. 	
	Reduce property support for schools	<ul style="list-style-type: none"> • No suggestions proposed. 	
Planning and Public Protection	Stop providing funding for the CCTV service.	<ul style="list-style-type: none"> • Could it be a 'shared resource'? 	<ul style="list-style-type: none"> • This is not about "stopping" the Public Space CCTV in Denbighshire (it only operates in the 3 Towns of, Rhyl, Prestatyn & Rhuddlan), but about the Council withdrawing in 2016/17 £200k of its expenditure on the function. There is therefore 18 months or so for DCC to work with partners, including NWP and the 3 Town Council's to consider alternative ways of providing some Public Space CCTV facility in these 3 towns. These discussions will look at "shared resource"/partnership approach.
Housing and Community Development	Remove the budget for the new Town and Area Plans projects	<ul style="list-style-type: none"> • Stop spending money on Rhyl and spend more money on the rest of Denbighshire. 	<ul style="list-style-type: none"> • No comments needed.
	Reduce costs in Economic and Business Development	<ul style="list-style-type: none"> • No suggestions proposed. 	
	Housing Revenue Account	<ul style="list-style-type: none"> • No suggestions proposed. 	
Children's Services	Parental contributions for services to children with disabilities	<ul style="list-style-type: none"> • Low income families should be exempt from this contribution. • Could a mean testing contribution policy be considered? 	<ul style="list-style-type: none"> • Our proposal would not apply to families living on benefits, we had considered means testing beyond that, but felt that the costs of administration meant

			that to generate the same savings we would need to collect a much greater amount in contributions just to cover that cost so on balance our proposal using a flat fee approach for working families but set at an affordable level.
Adults Services	Considering starting a consultation on the future provision of council-run direct care services, to ensure that services are provided in a way that individuals tell us they want in the future.	<ul style="list-style-type: none"> • No suggestions provided. 	
Customer Services	Rhyl One Stop Shop modernisation	<ul style="list-style-type: none"> • Close the cash office, offer alternative payment methods. 	

Other suggestions received:

1. To make more savings, why not offer council tax free to council officials, in exchange for a decrease in their salary. This would save on Income Tax and National Insurance payments to staff and the Council. Eg. A reduction of £1,000 on council tax bill of a staff member would equate to around £1,300 of salary before tax and national insurance. The Council would need to pay less employer contributions. Therefore, in this example, the Council would save £300 in the case of one member of staff. A similar scheme already exists for pensions (Salary Sacrifice).
– Response is that this is illegal.
2. Stop producing publications in Welsh and English. Would reduce translation costs.
3. Charge a parking levy on all domestic properties when they park on the highways and footpaths when parking is available for them elsewhere.
Reduce expenses claims – Response is that we have already reduced mileage rates and introduced new technology to reduce the number of miles travelled by staff

Freedom & Flexibilities Phases 1 & 2

Impact Assessment

This document provides an overall assessment of impact for the proposals in phases 1 & 2 of the Freedom & Flexibilities programme

Freedom & Flexibilities

Briefing on Overall Impact – Phases 1 & 2

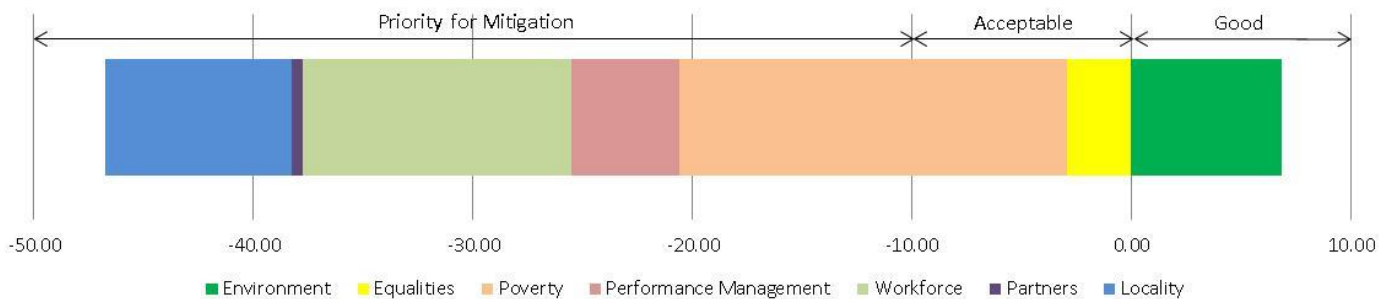
The following has been drawn from an impact assessment exercise carried out on all 102 projects included in phases 1 and 2 of the Freedom & Flexibilities programme. The analysis below is based on what Heads of Service believe the impact of their proposals will be.

The Impact Assessment Tool that was used for this exercise covers a range of areas, including: the impact on each of the six localities; the effect on staff and council performance; partners; all nine protected characteristics in terms of equalities; poverty; and finally, the environment. The Impact Assessment Tool also considered risks that may arise from the proposals, looking at reputation, health & safety, professional standards, and compliance with any legal or regulatory requirements.

Below are some ‘high level’ conclusions that may be drawn. For a more detailed understanding of impact on a project by project basis, please refer to the Verto impact assessments published on Modern.gov.¹

Overall Impact

Freedom & Flexibilities - Overall Worst Impact



Overall Likely Impact



¹ Please be aware that this report presents a more up-to-date position from that published on Modern.gov for Phase 1. This is because Verto captured the position as of September, whereas this work has taken into account the latest known position in December.

The graph above demonstrates the negative and positive impact of the programme on the seven areas assessed in the Impact Assessment Tool; namely Environment, Equalities, Poverty, Performance, Partners, Workforce, and Locality.

The top graph shows the overall **worst** impact that we might expect from the proposals agreed in phases 1 & 2. Not surprisingly, Denbighshire's 6 localities are the worst affected here, followed by our own workforce, then partners, council performance, and poverty. These might be considered a priority for mitigating action. Equalities is also negatively affected, but arguably within acceptable tolerances. The only positive outcome of the programme is the impact on the environment, which can be attributed to a reduced carbon output.

The bottom graph shows the **likely** impact that we might expect from the proposals agreed in phases 1 & 2. Here we can see that, through the mitigating actions put in place by services, the overall impact has been considerably reduced, with only the impact on the workforce remaining within the threshold for mitigation. Partners and the 6 localities are then the most likely area to be adversely affected respectively, followed by poverty, council performance, and finally equalities. The positive impact on the Environment is also likely to be higher.

1. Workforce

Overall, phases 1 & 2 of the Freedom & Flexibilities programme affects 798 staff, with 169 of those being made redundant. Notably only 1% of the projects in phases 1 & 2 are likely to have a negative effect on the level of skill currently found in our workforce; therefore there may be a small training need to be met. This is uncertain, however, as it concerns the corporate review of support services.

2. Partners

Around 9% of the programme is likely to have a negative impact on partners in the following areas:

Project
Reduce Rights of Way activity
Reduce Road Safety Programme
Remove or reduce public transport subsidy
Cessation of funding for all bedding / hanging baskets
Cuts to Countryside Services budgets
Reduce spend on recruitment advertising in newspapers
Stop production of paper version of County Voice
Remove subsidy from Scala Prestatyn
Review funding for Tourist Information Centres and Develop an alternative model
Library Service (Arts)
Library Service (Ruthin Craft Centre)

National Youth Advocacy Contract
Foster Home Adaptation Project
Contributions Policy for services provided for Children with Disabilities
Public Protection - closure of CCTV Service

This again has been reduced by services as there were originally 40 projects that negatively impacted on partners in the worst case.

3. Locality

The picture in terms of how local areas are impacted is quite complex, as actually only around 10% of the programme impacts all six localities equally in a negative way. Some have more, some have less. And when we include the positive projects, only 5% of the programme will have an overall negative impact on Denbighshire as a whole. The worst likely overall impact of the programme will be felt in Prestatyn, followed by Elwy and the Dee Valley jointly. However, it should be noted that the number of negative projects in Prestatyn is actually lower than in Rhyl, but Rhyl benefits the most by having more positive proposals than any other area, which reduces the overall negative impact in that area. These include the operating model for the Rhyl Pavilion, for example; the Revenues and Benefits Commercial Partnership; and the review of the One Stop Shop. The overall likely negative impact on Ruthin and Denbigh is the same and the lowest for Denbighshire.

4. Poverty

Around 3% of the programme is likely to have an overall negative impact on poverty in the following areas:

Project
Increase Cemetery Charges
Increase Civil Enforcement Activity
Remove or reduce public transport subsidy
Youth Services - changes to open access programme
Introduce charges for the use of the Drift Park water play area in Rhyl and reduce the level of Lifeguard Cover on the beaches from 2015/16

The impact of the programme on poverty has been considerably reduced by services as the worst case scenario was a longer list of some 21 projects.

5. Performance Management

Around 1% of the programme will have a negative impact on council performance, but it is also worth noting that around 1% will actually have a positive impact on the Corporate Plan in the following areas:

Project
Leisure Centres - further increase efficiency
Rhyl Pavilion Operating model

Governor Support
Review Education Social Worker Service
Rhyl One Stop Shop Review
Revenues & Benefits Commercial Partnership

The following are likely to have a negative impact on a variety of National Indicators and should be kept in mind when evaluating performance:

Project
Reduce Rights of Way activity
Reduce Street Lighting Inspections
Introduce Charges for Green Waste
Remove or reduce public transport subsidy
Highways general maintenance review
Youth Services - changes to open access programme
Youth Services - staffing structure
Library Service - modernisation programme

6. Equalities

The greatest impact in terms of the programme for equalities is mostly on Age (old and young). Disability too was significantly impacted in the worst case; however, mitigating actions are such that we expect the impact on disability to be considerably reduced. Nonetheless, like Age, disabled people will still be negatively impacted by changes to the open access programme for young people.

These are the projects that we expect will have a likely negative impact on Age:

Project
Reduce Road Safety Programme
Remove or reduce public transport subsidy
Stop production of paper version of County Voice
Youth Services - changes to open access programme
Library Service - modernisation programme
Library Service (Arts)

It is again worth noting that considerable effort has been put in by services to reduce the negative impact of the overall programme, the worst case originally presenting us with a list of 17 projects that negatively impacted on Age, and 9 that negatively impacted on Disability.

Analysis

The table below details the percentage of projects approved as part of the programme that have a negative (-) and positive (+) impact in the worst and most likely scenario. For the full list of projects and its impact on each area, please see the appendix.

	Worst	Likely
Locality	-46.73 %	-4.74 %
Ruthin	-45.10 %	-2.94 %
Denbigh	-47.06 %	-2.94 %
Dee Valley	-47.06 %	-5.88 %
Elwy	-45.10 %	-5.88 %
Prestatyn	-48.04 %	-6.86 %
Rhyl	-48.04 %	-3.92 %
Workforce	-37.75 %	-14.22 %
Staffing Level	-46.08 %	-27.45 %
Skills / Training	-29.41 %	-0.98 %
Performance Management	-25.49 %	-1.31 %
National Indicators	-17.65 %	-2.94 %
Corporate Plan	-26.47 %	0.98 %
Service Plans	-32.35 %	-1.96 %
Partners	-38.24 %	-8.82 %
Partners	-38.24 %	-8.82 %
Equalities	-2.94 %	-0.33 %
Age	-15.69 %	-2.94 %
Disability	-6.86 %	0.98 %
Gender Reassignment	0.00 %	0.00 %
Marriage & Civil Partnership	0.00 %	0.00 %
Pregnancy & Maternity	0.00 %	0.00 %
Race	-1.96 %	0.00 %
Religion or Belief	-0.98 %	0.00 %
Sex	-0.98 %	-0.98 %
Sexual Orientation	0.00 %	0.00 %
Poverty	-20.59 %	-2.94 %
Poverty	-20.59 %	-2.94 %
Environment	6.86 %	7.84 %
Biodiversity	0.00 %	0.00 %
Carbon	13.73 %	15.69 %

Risk Management

The Impact Assessment Tool also considered risks that may arise from phases 1 & 2, looking at the four following areas. For details about which projects the summaries below highlight, please see the appendix.

1. Reputation

Overall, 70% of the projects approved as part of the programme pose a risk to our reputation in the worst case. These range from very low risk to very high risk. This is not a surprise given the nature of the programme, but through mitigating actions, we expect that this will reduce to 55% of the programme.

Considering the likely impact of the programme, only one project is considered to be of Very High risk, which is the removal of the public transport subsidy. However, the following have also been classified as High risk:

High Risk Projects
Introduce Charges for Green Waste
Provider Service - Outsourcing
Public Protection - closure of CCTV Service

2. Health & Safety

Overall, 20% of the projects approved as part of the programme pose a risk to health & safety in the worst case. However, through mitigating actions, we expect that this will likely reduce to 13% of the programme. Those that remain are either Medium risks, Low, or Very Low. These include, for example, reductions in the road safety programme and general maintenance; the removal of CCTV; and the reduction in the level of lifeguard cover.

3. Professional Standards

Overall, 27% of the projects approved as part of the programme pose a risk to professional standards in the worst case. However, through mitigating actions, we expect this will likely reduce to 19% of the programme. These are all Low or Very Low risks, and include such things as changes to the library service; reductions to the level of services currently provided by Planning & Public Protection; review of Rhyl One Stop Shop; and support to schools and pupils.

4. Compliance Legal / Regulatory

Overall, 30% of the projects approved as part of the programme pose a risk to our compliance with legal or regulatory requirements in the worst case. However, with mitigating actions, we expect that this will reduce to 19% of the programme. These are all Low or Very Low risks, and again affect the same kind of areas mentioned above in professional standards.

Appendix

Code	Project	Outcome		Loc					
		Adopted	Gain £'000	Ruthin Worst Impact	Ruthin Likely Impact	Denbigh Worst Impact	Denbigh Likely Impact	Dee Valley Worst Impact	Dee Valley Likely Impact
H&E512	Street Cleansing - reduce activity	TRUE	100	Negative	Neutral	Negative	Neutral	Negative	Neutral
H&E509	Increase Cemetery Charges	TRUE	50	Negative	Negative	Negative	Negative	Negative	Negative
H&E508	Reduce Rights of Way activity	TRUE	71	Negative	Negative	Negative	Negative	Negative	Negative
H&E517	Reduce Road Safety Programme	TRUE	50	Negative	Negative	Negative	Negative	Negative	Negative
H&E518	Reduce Street Lighting Inspections	TRUE	5	Negative	Neutral	Negative	Neutral	Negative	Neutral
H&E519	Increase Civil Enforcement Activity (Parking)	TRUE	0	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E514&15	Introduce Charges for Green Waste	TRUE	400	Negative	Negative	Negative	Negative	Negative	Negative
H&E501	Remove or reduce public transport subsidy		166	Negative	Negative	Negative	Negative	Negative	Negative
H&E513	Highways general cuts		250	Negative	Negative	Negative	Negative	Negative	Negative
H&E511	Cessation of funding for all bedding / hanging baskets		134	Negative	Neutral	Negative	Neutral	Negative	Neutral
H&E520	Cuts to Countryside Services budgets		65	Negative	Neutral	Negative	Neutral	Negative	Neutral
CML02	Restructure of Strategic Leisure	TRUE	31	n/a	n/a	n/a	n/a	n/a	n/a
CML03	Reduce spend on recruitment advertising	TRUE	30	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML04	Stop production of paper version of	TRUE	19	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML06	Leisure Centres - further increase income	TRUE	140	Negative	Negative	Negative	Positive	Negative	Negative
CML07	Rhyl Pavilion - restructure and introduction	TRUE	97	Negative	Neutral	Negative	Neutral	Negative	Neutral
CML09	Llangollen Pavilion - explore most efficient	TRUE	25	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
CML17	Youth Services - changes to open access	TRUE	40	Negative	Negative	Negative	Negative	Negative	Negative
CML19	Youth Services - staffing structure	TRUE	46	Negative	Neutral	Negative	Neutral	Negative	Neutral
CML01	Remove subsidy from Scala Prestatyn		41	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML05	Review funding for Tourist Information		20	Negative	Neutral	Negative	Neutral	Negative	Neutral
CML08	Rhyl Pavilion Operating model		350	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML10	Introduce charges for the use of the Drift		76	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML12	Partially close or transfer Denbigh Town		17	n/a	n/a	Negative	Negative	n/a	n/a
CML13	Library Service - modernisation programme		130	Negative	Negative	Negative	Negative	Negative	Negative
CML15	Library Service (Arts)		30	n/a	n/a	Negative	Negative	Negative	Negative
CML16	Library Service (Ruthin Craft Centre)		30	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SII16	Regional Consortium Office costs		30	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SII11	School Library Service		78	Negative	Neutral	Negative	Neutral	Negative	Neutral
SII10	Music Service - develop options		103	Negative	Neutral	Negative	Neutral	Negative	Neutral
SII14	School improvement discretionary subsidies		141	Neutral	Positive	Neutral	Positive	Neutral	Positive
SII09	Outdoor pursuits SLA		23	Negative	Neutral	Negative	Neutral	Negative	Neutral
SCH04	Remove historic contingency budgets	TRUE	78	Negative	Neutral	Negative	Neutral	Negative	Neutral
SCH02	Clothing Grants		4	Negative	Neutral	Negative	Neutral	Negative	Neutral
SCH03	Remission claims		34	Negative	Neutral	Negative	Neutral	Negative	Neutral
SCH05	Governor Support		31	Negative	Positive	Negative	Positive	Negative	Positive
SCH06	Demography reduction to reflect fall in pupil numbers		242	Negative	Neutral	Negative	Neutral	Negative	Neutral
SCH07	Use of Corporate Plan additional funding to meet protection ta		581	n/a	n/a	n/a	n/a	n/a	n/a
SCH01	Furniture & Equipment Service for Schools		70	Negative	Neutral	Negative	Neutral	Negative	Neutral
SII06	Review Additional Learning Needs - removal	TRUE	3	Neutral	Positive	Neutral	Positive	Neutral	Positive
SII03	Behaviour Support - property savings from	TRUE	3	Neutral	Positive	Neutral	Positive	Neutral	Positive
SII07	Specialist equipment - reduce budget to ma	TRUE	5	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SII01	Review Education Social Worker Service		120	Negative	Neutral	Negative	Neutral	Negative	Neutral
SII04	Review Educational Psychology Service		30	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SII05	Counselling Service		100	Negative	Positive	Negative	Positive	Negative	Positive
SII08	Recoupment		140	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CES01	Website Advertising - scope for additional in	TRUE	10	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CES02	Rhyl One Stop Shop Review		100	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CES04	Corporate Complaints (part of review)		40	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	TRUE	120	n/a	n/a	n/a	n/a	n/a	n/a
F&A02	Finance - external funding team, removal of	TRUE	65	n/a	n/a	n/a	n/a	n/a	n/a
F&A03	Property - Office Accommodation Rationalis	TRUE	100	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
F&A04	Property - management restructure	TRUE	80	n/a	n/a	n/a	n/a	n/a	n/a
F&A05	Miscellaneous Property Portfolio		20	n/a	n/a	n/a	n/a	Neutral	Neutral
F&A06	Property School Facilities Management Agreement		48	n/a	n/a	n/a	n/a	n/a	n/a
F&A07	Revenues & Benefits Commercial Partnership		220	n/a	n/a	n/a	n/a	n/a	n/a
C&M01	Capital Financing & PFI	TRUE	750	n/a	n/a	n/a	n/a	n/a	n/a
C&M02	Energy Efficiency - result of lower consumpt	TRUE	300	n/a	n/a	n/a	n/a	n/a	n/a
C&M03	Removal of contingency budgets	TRUE	125	n/a	n/a	n/a	n/a	n/a	n/a
BIM01	Community Safety Partnership - review con	TRUE	5	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
BIM02	Information Management - service redesign	TRUE	50	Negative	Positive	Negative	Positive	Negative	Positive
BIM03	Corporate Improvement Team (corporate re	TRUE	280	Negative	Neutral	Negative	Neutral	Negative	Neutral
BIM04	Corporate Project Team - increase external	TRUE	10	n/a	n/a	n/a	n/a	n/a	n/a
BIM05	Partnerships & Communities Team	TRUE	30	n/a	n/a	n/a	n/a	n/a	n/a
BIM06	Internal Audit	TRUE	75	n/a	n/a	n/a	n/a	n/a	n/a
L&D02	Reduce the Number of Committee Meetings	TRUE	2	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
L&D04	Reduction of Civics budget	TRUE	5	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
HR1	Not replacing Head of Service	TRUE	50	n/a	n/a	n/a	n/a	n/a	n/a
HR2	Staff Training & Development - greater use	TRUE	15	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SHR05	HR Management - review school SLA, consider move to cluster		30	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SHR06	HR Direct - facilitate more self-service for managers.		35	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS01	PARIS - electronic Domiciliary Care Invoices	TRUE	37	n/a	n/a	n/a	n/a	n/a	n/a
ABS03	Receivship	TRUE	13	Negative	Neutral	Negative	Neutral	Negative	Neutral
ABS08	Cefndy Enterprises	TRUE	71	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS04	Workforce Development	TRUE	150	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS05	Restructure of Locality Services	TRUE	100	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS07	Benefits & Welfare Advice Service Review	TRUE	200	Negative	Neutral	Negative	Neutral	Negative	Neutral
ABS02	Provider Service - Outsourcing		700	Negative	Positive	Negative	Positive	Negative	Negative
CHS01	Staffing Budgets - realign to current require	TRUE	150	n/a	n/a	n/a	n/a	n/a	n/a
CHS02	ICT Desktop Budget	TRUE	10	n/a	n/a	n/a	n/a	n/a	n/a
CHS03	Young Carers - revised contribution to regio	TRUE	6	n/a	n/a	n/a	n/a	n/a	n/a
CHS05	Children with Disabilities - reduction to equi	TRUE	10	Negative	Neutral	Negative	Neutral	Negative	Neutral
CHS06	Adoption support costs	TRUE	20	Negative	Neutral	Negative	Neutral	Negative	Neutral
CHS07	National Youth Advocacy Contract	TRUE	10	Negative	Neutral	Negative	Neutral	Negative	Neutral
CHS08	Child Protection Training	TRUE	10	n/a	n/a	n/a	n/a	n/a	n/a
CHS09	Foster Home Adaptation Project	TRUE	100	Neutral	Positive	Neutral	Positive	Neutral	Positive
CHS04	Contributions Policy for services provided for Children with Dis		50	Negative	Neutral	Negative	Neutral	Negative	Neutral
PPP02	Planning Policy - prioritise activity and cease	TRUE	40	Negative	Neutral	Negative	Neutral	Negative	Neutral
PPP03	Development Management - increase incom	TRUE	75	Negative	Neutral	Negative	Neutral	Negative	Neutral
PPP04	Development Management - reduce training	TRUE	10	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP05	Building Control - revise fee structure (inclu	TRUE	35	Negative	Neutral	Negative	Neutral	Negative	Neutral
PPP06	Build Service - review of conservation serv	TRUE	50	Negative	Negative	Negative	Negative	Negative	Negative
PPP09	Public Protection - closure of Pest Control S	TRUE	95	Negative	Negative	Negative	Negative	Negative	Negative
PPP10	Pollution Control - review to consider minim	TRUE	40	Negative	Neutral	Negative	Neutral	Negative	Neutral
PPP11	Scientific Services - revert to statutory wate	TRUE	50	Negative	Neutral	Negative	Neutral	Negative	Neutral
PPP12	Trading Standards - stop providing consume	TRUE	45	Negative	Neutral	Negative	Neutral	Negative	Neutral
PPP08	Public Protection - closure of CCTV Service		200	n/a	n/a	n/a	n/a	n/a	n/a
HRA01	HRA Recharges		270	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
EBA01	Remove Town & Area Plan Budgets		356	Negative	Neutral	Negative	Neutral	Negative	Neutral
EBA02	Reduce Core Project/Development Budget		159	Negative	Neutral	Negative	Neutral	Negative	Neutral
EBA03	Reduce staffing supporting TAP activity		42	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
EBA04	Reduce non-staffing elements TAP activity		43	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral

Quality									
Code	Project	Elwy Worst Impact	Elwy Likely Impact	Prestatyn Worst Impact	Prestatyn Likely Impact	Rhyl Worst Impact	Rhyl Likely Impact	No. of Staff Affected	No. of Staff Redundancies
H&ES12	Street Cleansing - reduce activity	Negative	Neutral	Negative	Neutral	Negative	Neutral	6	0
H&ES09	Increase Cemetery Charges	Negative	Negative	Negative	Negative	Negative	Negative	0	0
H&ES08	Reduce Rights of Way activity	Negative	Negative	Negative	Negative	Negative	Negative	2	1
H&ES17	Reduce Road Safety Programme	Negative	Negative	Negative	Negative	Negative	Negative	2	0
H&ES18	Reduce Street Lighting Inspections	Negative	Neutral	Negative	Neutral	Negative	Neutral	2	0
H&ES19	Increase Civil Enforcement Activity (Parking)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	5	0
H&ES14&15	Introduce Charges for Green Waste	Negative	Negative	Negative	Negative	Negative	Negative	0	0
H&ES01	Remove or reduce public transport subsidy	Negative	Negative	Negative	Negative	Negative	Negative	4	0
H&ES13	Highways general cuts	Negative	Negative	Negative	Negative	Negative	Negative	4	4
H&ES11	Cessation of funding for all bedding / hanging	Negative	Negative	Negative	Negative	Negative	Negative	6	4
H&ES20	Cuts to Countryside Services budgets	Negative	Neutral	Negative	Neutral	Negative	Neutral	27	1
CML02	Restructure of Strategic Leisure	n/a	n/a	n/a	n/a	n/a	n/a	2	1
CML03	Reduce spend on recruitment advertising	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
CML04	Stop production of paper version of	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
CML06	Leisure Centres - further increase income	Negative	Negative	Negative	Negative	Negative	Negative	4	0
CML07	Rhyl Pavilion - restructure and introduction	Negative	Neutral	Negative	Neutral	Negative	Neutral	2	0
CML09	Llangollen Pavilion - explore most efficient	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	4	0
CML17	Youth Services - changes to open access	Negative	Negative	Negative	Negative	Negative	Negative	21	1
CML19	Youth Services - staffing structure	Negative	Neutral	Negative	Neutral	Negative	Neutral	2	1
CML01	Remove subsidy from Scala Prestatyn	Neutral	Neutral	Negative	Neutral	Neutral	Neutral	0	0
CML05	Review funding for Tourist Information	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
CML08	Rhyl Pavilion Operating model	Neutral	Neutral	Neutral	Neutral	Negative	Positive	24	0
CML10	Introduce charges for the use of the Drift	Neutral	Neutral	Negative	Negative	Negative	Negative	15	0
CML12	Partially close or transfer Denbigh Town	n/a	n/a	n/a	n/a	n/a	n/a	2	1
CML13	Library Service - modernisation programme	Negative	Negative	Negative	Negative	Negative	Negative	62	0
CML15	Library Service (Arts)	n/a	n/a	n/a	n/a	Negative	Negative	1	1
CML16	Library Service (Ruthin Craft Centre)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
SI116	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
SI111	School Library Service	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
SI110	Music Service - develop options	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
SI114	School improvement discretionary subsidies	Neutral	Positive	Neutral	Positive	Neutral	Positive	16.82	1.60
SI09	Outdoor pursuits SLA	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
SCH04	Remove historic contingency budgets	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
SCH02	Clothing Grants	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
SCH03	Remission claims	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
SCH05	Governor Support	Negative	Positive	Negative	Positive	Negative	Positive	1	1
SCH06	Demography reduction to reflect fall in pupil	Negative	Neutral	Negative	Neutral	Negative	Neutral	Don't Know	Don't Know
SCH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a	n/a	n/a	0	0
SCH01	Furniture & Equipment Service for Schools	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
SI06	Review Additional Learning Needs - removal	Neutral	Positive	Neutral	Positive	Neutral	Positive	0	0
SI03	Behaviour Support - property savings from	Neutral	Positive	Neutral	Positive	Neutral	Positive	0	0
SI07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
SI01	Review Education Social Worker Service	Negative	Neutral	Negative	Neutral	Negative	Neutral	7.0	2.4
SI04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
SI05	Counselling Service	Negative	Positive	Negative	Positive	Negative	Positive	4.52	2.5
SI08	Recoupment	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
CE501	Website Advertising - scope for additional in	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
CE502	Rhyl One Stop Shop Review	Neutral	Neutral	Neutral	Neutral	Neutral	Positive	14	8
CE504	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	n/a	n/a	n/a	n/a	n/a	n/a	4	1
F&A02	Finance - external funding team, removal of	n/a	n/a	n/a	n/a	n/a	n/a	0	0
F&A03	Property - Office Accommodation Rationalis	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
F&A04	Property - management restructure	n/a	n/a	n/a	n/a	n/a	n/a	2	1
F&A05	Miscellaneous Property Portfolio	n/a	n/a	n/a	n/a	Positive	Positive	0	0
F&A06	Property School Facilities Management Agree	n/a	n/a	n/a	n/a	n/a	n/a	6	1
F&A07	Revenues & Benefits Commercial Partnersh	n/a	n/a	n/a	n/a	Neutral	Positive	70	0
C&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a	n/a	n/a	0	0
C&M02	Energy Efficiency - result of lower consumpt	n/a	n/a	n/a	n/a	n/a	n/a	0	0
C&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a	n/a	n/a	2	0
BIM01	Community Safety Partnership - review con	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
BIM02	Information Management - service redesign	Negative	Positive	Negative	Positive	Negative	Positive	8	1
BIM03	Corporate Improvement Team (corporate re	Negative	Neutral	Negative	Neutral	Negative	Neutral	36	11
BIM04	Corporate Project Team - increase external	n/a	n/a	n/a	n/a	n/a	n/a	0	0
BIM05	Partnerships & Communities Team	n/a	n/a	n/a	n/a	n/a	n/a	10	1
BIM06	Internal Audit	n/a	n/a	n/a	n/a	n/a	n/a	10	2
L&D02	Reduce the Number of Committee Meetings	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
L&D04	Reduction of Civics budget	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
HR1	Not replacing Head of Service	n/a	n/a	n/a	n/a	n/a	n/a	0	0
HR2	Staff Training & Development - greater use	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	1	Don't Know
SHR05	HR Management - review school SLA, consi	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	14	2
SHR06	HR Direct - facilitate more self-service for m	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	9	1
ABS01	PARIS - electronic Domiciliary Care Invoices	n/a	n/a	n/a	n/a	n/a	n/a	2	0
ABS03	Receivship	Negative	Neutral	Negative	Neutral	Negative	Neutral	3	0
ABS08	Cefndy Enterprises	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
ABS04	Workforce Development	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	7	Don't Know
ABS05	Restructure of Locality Services	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	2	0
ABS07	Benefits & Welfare Advice Service Review	Negative	Neutral	Negative	Neutral	Negative	Neutral	12	Don't Know
ABS02	Provider Service - Outsourcing	Neutral	Neutral	Negative	Neutral	Negative	Neutral	182	100
CH501	Staffing Budgets - realign to current require	n/a	n/a	n/a	n/a	n/a	n/a	120	0
CH502	ICT Desktop Budget	n/a	n/a	n/a	n/a	n/a	n/a	0	0
CH503	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a	n/a	n/a	0	0
CH505	Children with Disabilities - reduction to equi	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
CH506	Adoption support costs	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
CH507	National Youth Advocacy Contract	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
CH508	Child Protection Training	n/a	n/a	n/a	n/a	n/a	n/a	0	0
CH509	Foster Home Adaptation Project	Neutral	Positive	Neutral	Positive	Neutral	Positive	0	0
CH504	Contributions Policy for services provided fo	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
PPP02	Planning Policy - prioritise activity and ceas	Negative	Neutral	Negative	Neutral	Negative	Neutral	7	Don't Know
PPP03	Development Management - increase incom	Negative	Neutral	Negative	Neutral	Negative	Neutral	12	0
PPP04	Development Management - reduce trainin	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	4	0
PPP05	Building Control - revise fee structure (inclu	Negative	Neutral	Negative	Neutral	Negative	Neutral	14	0
PPP06	Build Service - review of conservation serv	Negative	Negative	Negative	Negative	Negative	Negative	2	1
PPP09	Public Protection - closure of Pest Control S	Negative	Negative	Negative	Negative	Negative	Negative	3	3
PPP10	Pollution Control - review to consider minim	Negative	Neutral	Negative	Neutral	Negative	Neutral	3	Don't Know
PPP11	Scientific Services - revert to statutory wate	Negative	Neutral	Negative	Neutral	Negative	Neutral	2	2
PPP12	Trading Standards - stop providing consume	Negative	Neutral	Negative	Neutral	Negative	Neutral	1	1
PPP08	Public Protection - closure of CCTV Service	Negative	Negative	Negative	Negative	Negative	Negative	10	10
HRA01	HRA Recharges	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
EBA01	Remove Town & Area Plan Budgets	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
EBA02	Reduce Core Project/Development Budget	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0
EBA03	Reduce staffing supporting TAP activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0
EBA04	Reduce non-staffing elements TAP activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0

Code	Project	Workforce				Risk Mar			
		Staffing Level Worst Impact	Staffing Level Likely Impact	Skills / Training Worst Impact	Skills / Training Likely Impact	Reputation Worst Impact	Reputation Likely Impact	Health & Safety Worst Impact	Health & Safety Likely
H&ES12	Street Cleansing - reduce activity	Negative	Neutral	n/a	n/a	High	Medium	Very Low	None
H&ES09	Increase Cemetery Charges	n/a	n/a	n/a	n/a	Medium	Medium	None	None
H&ES08	Reduce Rights of Way activity	Negative	Negative	Negative	Neutral	Low	Medium	Medium	Very Low
H&ES17	Reduce Road Safety Programme	Negative	Neutral	Negative	Neutral	Low	Medium	Very High	Medium
H&ES18	Reduce Street Lighting Inspections	Negative	Neutral	n/a	n/a	Very Low	Very Low	Medium	Very Low
H&ES19	Increase Civil Enforcement Activity (Parking)	Neutral	Neutral	n/a	n/a	Low	Medium	None	None
H&ES14&15	Introduce Charges for Green Waste	n/a	n/a	n/a	n/a	Very High	High	None	None
H&ES01	Remove or reduce public transport subsidy	Negative	Negative	Negative	Neutral	Very High	Very High	None	None
H&ES13	Highways general cuts	Negative	Negative	Negative	Neutral	Very High	Medium	High	None
H&ES11	Cessation of funding for all bedding / hanging	Negative	Negative	Negative	Neutral	High	Medium	None	None
H&ES20	Cuts to Countryside Services budgets	Negative	Negative	Negative	Neutral	Medium	Low	Low	Very Low
CML02	Restructure of Strategic Leisure	Negative	Negative	Negative	Negative	None	None	None	None
CML03	Reduce spend on recruitment advertising	n/a	n/a	n/a	n/a	None	None	None	None
CML04	Stop production of paper version of	n/a	n/a	n/a	n/a	Medium	Low	None	None
CML06	Leisure Centres - further increase income	Negative	Neutral	n/a	n/a	Medium	Low	None	None
CML07	Rhyl Pavilion - restructure and introduction	Negative	Negative	Negative	Neutral	Medium	Low	None	None
CML09	Llangollen Pavilion - explore most efficient	n/a	n/a	n/a	n/a	Low	Very Low	None	None
CML17	Youth Services - changes to open access	Negative	Negative	Neutral	Neutral	Medium	Medium	None	None
CML19	Youth Services - staffing structure	Negative	Negative	Negative	Neutral	Low	None	None	None
CML01	Remove subsidy from Scala Prestatyn	n/a	n/a	n/a	n/a	Medium	Low	None	None
CML05	Review funding for Tourist Information	n/a	n/a	n/a	n/a	Medium	Low	None	None
CML08	Rhyl Pavilion Operating model	Negative	Neutral	Negative	Neutral	High	Low	None	None
CML10	Introduce charges for the use of the Drift	Negative	Negative	Neutral	Neutral	High	Medium	Very High	Medium
CML12	Partially close or transfer Denbigh Town	Negative	Negative	Negative	Negative	Low	Low	Very Low	Very Low
CML13	Library Service - modernisation programme	Negative	Negative	Neutral	Neutral	High	Medium	None	None
CML15	Library Service (Arts)	Negative	Negative	n/a	n/a	Medium	Medium	None	None
CML16	Library Service (Ruthin Craft Centre)	n/a	n/a	n/a	n/a	Low	Low	None	None
SI16	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	None	None	None	None
SI11	School Library Service	Neutral	Neutral	Neutral	Neutral	Medium	Low	None	None
SI10	Music Service - develop options	Neutral	Neutral	Negative	Positive	Very High	Low	None	None
SI14	School improvement discretionary subsidies	Negative	Neutral	Negative	Neutral	High	Low	None	None
SI09	Outdoor pursuits SLA	Neutral	Neutral	Negative	Neutral	Low	Low	Very High	None
SCH04	Remove historic contingency budgets	n/a	n/a	n/a	n/a	None	None	None	None
SCH02	Clothing Grants	n/a	n/a	n/a	n/a	Medium	Very Low	None	None
SCH03	Remission claims	n/a	n/a	n/a	n/a	Very Low	Very Low	None	None
SCH05	Governor Support	Negative	Negative	Negative	Positive	Very Low	Very Low	None	None
SCH06	Demography reduction to reflect fall in pupil	Negative	Negative	Neutral	Neutral	Very Low	Very Low	None	None
SCH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a	None	None	None	None
SCH01	Furniture & Equipment Service for Schools	n/a	n/a	n/a	n/a	Very Low	None	Low	Very Low
SI06	Review Additional Learning Needs - removal	Neutral	Positive	Neutral	Positive	None	None	None	None
SI03	Behaviour Support - property savings from	Neutral	Positive	Neutral	Positive	None	None	None	None
SI07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Low	None	None	None
SI01	Review Education Social Worker Service	Negative	Neutral	Neutral	Neutral	Medium	Very Low	None	None
SI04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Low	Very Low	None	None
SI05	Counselling Service	Negative	Neutral	Negative	Neutral	Medium	Low	Low	None
SI08	Recoupment	Neutral	Neutral	Neutral	Neutral	None	None	None	None
CES01	Website Advertising - scope for additional in	n/a	n/a	n/a	n/a	Very Low	Very Low	None	None
CES02	Rhyl One Stop Shop Review	Negative	Neutral	Neutral	Positive	Very Low	Very Low	Low	Very Low
CES04	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	Negative	Neutral	Negative	Neutral	None	None	None	None
F&A02	Finance - external funding team, removal of	Negative	Neutral	Negative	Neutral	None	None	None	None
F&A03	Property - Office Accommodation Rationalis	n/a	n/a	n/a	n/a	None	None	None	None
F&A04	Property - management restructure	Negative	Negative	n/a	n/a	None	None	None	None
F&A05	Miscellaneous Property Portfolio	n/a	n/a	n/a	n/a	None	None	None	None
F&A06	Property School Facilities Management Agre	Negative	Negative	Neutral	Neutral	None	None	None	None
F&A07	Revenues & Benefits Commercial Partnersh	Neutral	Positive	Neutral	Positive	Very Low	None	None	None
C&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a	None	None	None	None
C&M02	Energy Efficiency - result of lower consumpt	n/a	n/a	n/a	n/a	None	None	None	None
C&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a	None	None	None	None
BIM01	Community Safety Partnership - review con	n/a	n/a	n/a	n/a	Very Low	None	None	None
BIM02	Information Management - service redesign	Negative	Neutral	Negative	Neutral	Medium	Very Low	None	None
BIM03	Corporate Improvement Team (corporate re	Negative	Negative	Negative	Negative	Low	None	None	None
BIM04	Corporate Project Team - increase external	n/a	n/a	n/a	n/a	None	None	None	None
BIM05	Partnerships & Communities Team	Negative	Neutral	Negative	Neutral	None	None	None	None
BIM06	Internal Audit	Negative	Negative	Negative	Negative	None	None	None	None
L&D02	Reduce the Number of Committee Meetings	Neutral	Neutral	Neutral	Neutral	Medium	Low	None	None
L&D04	Reduction of Civics budget	n/a	n/a	n/a	n/a	Low	Low	None	None
HR1	Not replacing Head of Service	n/a	n/a	n/a	n/a	None	None	None	None
HR2	Staff Training & Development - greater use	Negative	Negative	Negative	Neutral	Low	None	None	None
SHR05	HR Management - review school SLA, consi	Negative	Negative	Neutral	Neutral	Low	None	None	None
SHR06	HR Direct - facilitate more self-service for m	Negative	Negative	n/a	n/a	Low	None	None	None
ABS01	PARIS - electronic Domiciliary Care Invoices	n/a	n/a	n/a	n/a	None	None	None	None
ABS03	Receivship	Negative	Negative	Neutral	Neutral	Very Low	None	None	None
ABS08	Cefndy Enterprises	Neutral	Neutral	Neutral	Neutral	None	None	None	None
ABS04	Workforce Development	Negative	Negative	Negative	Neutral	Low	Very Low	Very Low	None
ABS05	Restructure of Locality Services	n/a	n/a	Negative	Negative	None	None	None	None
ABS07	Benefits & Welfare Advice Service Review	Negative	Negative	Negative	Negative	Medium	Low	None	None
ABS02	Provider Service - Outsourcing	Negative	Negative	n/a	n/a	Very High	High	None	None
CHS01	Staffing Budgets - realign to current require	Negative	Neutral	n/a	n/a	None	None	None	None
CHS02	ICT Desktop Budget	n/a	n/a	n/a	n/a	None	None	None	None
CHS03	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a	None	None	None	None
CHS05	Children with Disabilities - reduction to equi	n/a	n/a	n/a	n/a	Very Low	Very Low	Very Low	None
CHS06	Adoption support costs	n/a	n/a	n/a	n/a	Medium	None	None	None
CHS07	National Youth Advocacy Contract	n/a	n/a	n/a	n/a	Medium	Low	None	None
CHS08	Child Protection Training	n/a	n/a	Negative	Neutral	None	None	None	None
CHS09	Foster Home Adaptation Project	n/a	n/a	n/a	n/a	None	None	None	None
CHS04	Contributions Policy for services provided fo	n/a	n/a	n/a	n/a	High	Medium	None	None
PPP02	Planning Policy - prioritise activity and ceas	Negative	Don't Know	Neutral	Don't Know	Medium	Very Low	None	None
PPP03	Development Management - increase incom	Neutral	Neutral	Neutral	Don't Know	Medium	Very Low	None	None
PPP04	Development Management - reduce training	Neutral	Neutral	n/a	n/a	Low	Very Low	None	None
PPP05	Building Control - revise fee structure (inclu	Neutral	Neutral	Negative	Neutral	Very Low	Very Low	None	None
PPP06	Build Service - review of conservation serv	Negative	Negative	Negative	Negative	High	Medium	Medium	Low
PPP09	Public Protection - closure of Pest Control S	Negative	Negative	Negative	Neutral	High	Medium	Medium	Low
PPP10	Pollution Control - review to consider minim	Negative	Don't Know	Don't Know	Don't Know	Low	Low	Low	Very Low
PPP11	Scientific Services - revert to statutory wate	Negative	Negative	n/a	n/a	Low	Low	Low	Very Low
PPP12	Trading Standards - stop providing consume	Negative	Negative	n/a	n/a	Low	Low	Very Low	None
PPP08	Public Protection - closure of CCTV Service	Negative	Negative	n/a	n/a	Very High	High	High	Medium
HRA01	HRA Recharges	n/a	n/a	n/a	n/a	None	None	None	None
EBA01	Remove Town & Area Plan Budgets	Neutral	Neutral	Neutral	Neutral	Low	None	None	None
EBA02	Reduce Core Project/Development Budget	Neutral	Neutral	Neutral	Neutral	Low	None	None	None
EBA03	Reduce staffing supporting TAP activity	Neutral	Neutral	Neutral	Neutral	Very Low	None	None	None
EBA04	Reduce non-staffing elements TAP activity	Neutral	Neutral	Neutral	Neutral	Low	None	None	None

Code	Project	Management				Performance Management			
		Professional Standards Worst Impact	Professional Standards Likely Impact	Compliance Legal / Regulatory Worst Impact	Compliance Legal / Regulatory Likely Impact	National Indicators Worst Impact	National Indicators Likely Impact	Corporate Plan Worst Impact	Corporate Plan Likely Impact
H&E512	Street Cleansing - reduce activity	Low	None	Very Low	None	Negative	Neutral	Negative	Neutral
H&E509	Increase Cemetery Charges	None	None	None	None	n/a	n/a	n/a	n/a
H&E508	Reduce Rights of Way activity	None	None	Very Low	None	Negative	Negative	Negative	Negative
H&E517	Reduce Road Safety Programme	None	None	None	None	n/a	n/a	Negative	Negative
H&E518	Reduce Street Lighting Inspections	Very Low	None	Very Low	None	Negative	Negative	Negative	Neutral
H&E519	Increase Civil Enforcement Activity (Parking)	None	None	None	None	n/a	n/a	Positive	Neutral
H&E514&15	Introduce Charges for Green Waste	None	None	None	None	Negative	Negative	n/a	n/a
H&E501	Remove or reduce public transport subsidy	None	None	None	None	Negative	Negative	Negative	Negative
H&E513	Highways general cuts	None	None	Medium	Low	Negative	Negative	Negative	Negative
H&E511	Cessation of funding for all bedding / hanging	None	None	None	None	n/a	n/a	Negative	Negative
H&E520	Cuts to Countryside Services budgets	None	None	None	None	Negative	Neutral	Negative	Negative
CML02	Restructure of Strategic Leisure	None	None	None	None	n/a	n/a	n/a	n/a
CML03	Reduce spend on recruitment advertising	None	None	None	None	n/a	n/a	n/a	n/a
CML04	Stop production of paper version of	None	None	None	None	n/a	n/a	Negative	Neutral
CML06	Leisure Centres - further increase income	None	None	None	None	Negative	Neutral	Neutral	Positive
CML07	Rhyl Pavilion - restructure and introduction	None	None	None	None	n/a	n/a	Neutral	Neutral
CML09	Llangollen Pavilion - explore most efficient	None	None	None	None	n/a	n/a	Negative	Neutral
CML17	Youth Services - changes to open access	Medium	Low	Medium	Low	Negative	Negative	n/a	n/a
CML19	Youth Services - staffing structure	None	None	None	None	Negative	Negative	n/a	n/a
CML01	Remove subsidy from Scala Prestatyn	None	None	None	None	n/a	n/a	Negative	Neutral
CML05	Review funding for Tourist Information	None	None	None	None	n/a	n/a	Negative	Neutral
CML08	Rhyl Pavilion Operating model	None	None	None	None	n/a	n/a	Neutral	Positive
CML10	Introduce charges for the use of the Drift	None	None	None	None	n/a	n/a	Negative	Neutral
CML12	Partially close or transfer Denbigh Town	None	None	None	None	n/a	n/a	n/a	n/a
CML13	Library Service - modernisation programme	Medium	Low	Medium	Low	Negative	Negative	n/a	n/a
CML15	Library Service (Arts)	None	None	None	None	n/a	n/a	n/a	n/a
CML16	Library Service (Ruthin Craft Centre)	None	None	None	None	n/a	n/a	Negative	Neutral
SII16	Regional Consortium Office costs	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII11	School Library Service	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII10	Music Service - develop options	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII14	School improvement discretionary subsidies	None	None	None	None	Negative	Neutral	Negative	Neutral
SII09	Outdoor pursuits SLA	None	None	Very High	None	Neutral	Neutral	Neutral	Neutral
SCH04	Remove historic contingency budgets	None	None	None	None	n/a	n/a	Negative	Neutral
SCH02	Clothing Grants	None	None	None	None	n/a	n/a	n/a	n/a
SCH03	Remission claims	None	None	None	None	n/a	n/a	n/a	n/a
SCH05	Governor Support	Very Low	Very Low	Very Low	Very Low	n/a	n/a	Negative	Positive
SCH06	Demography reduction to reflect fall in pupil	None	None	None	None	n/a	n/a	Negative	Neutral
SCH07	Use of Corporate Plan additional funding to	None	None	None	None	n/a	n/a	n/a	n/a
SCH01	Furniture & Equipment Service for Schools	None	None	None	None	n/a	n/a	Negative	Neutral
SII06	Review Additional Learning Needs - removal	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII03	Behaviour Support - property savings from	Very Low	Very Low	None	None	Neutral	Neutral	Neutral	Neutral
SII07	Specialist equipment - reduce budget to ma	None	None	Very Low	None	Neutral	Neutral	Neutral	Neutral
SII01	Review Education Social Worker Service	None	None	None	None	Negative	Positive	Negative	Positive
SII04	Review Educational Psychology Service	None	None	Low	Very Low	Neutral	Neutral	Neutral	Neutral
SII05	Counselling Service	Very Low	None	Very Low	None	Negative	Neutral	Negative	Neutral
SII08	Recoupment	None	None	None	None	Neutral	Neutral	Neutral	Neutral
CES01	Website Advertising - scope for additional in	None	None	None	None	n/a	n/a	n/a	n/a
CES02	Rhyl One Stop Shop Review	Low	Very Low	Low	Very Low	Negative	Positive	Negative	Positive
CES04	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	Very Low	Very Low	Very Low	Very Low	n/a	n/a	n/a	n/a
F&A02	Finance - external funding team, removal of	Very Low	Very Low	Very Low	Very Low	n/a	n/a	n/a	n/a
F&A03	Property - Office Accommodation Rationalis	None	None	None	None	Positive	Positive	n/a	n/a
F&A04	Property - management restructure	None	None	None	None	n/a	n/a	n/a	n/a
F&A05	Miscellaneous Property Portfolio	None	None	None	None	n/a	n/a	n/a	n/a
F&A06	Property School Facilities Management Agree	None	None	None	None	n/a	n/a	n/a	n/a
F&A07	Revenues & Benefits Commercial Partnersh	Very Low	None	Very Low	None	Neutral	Positive	Neutral	Positive
C&M01	Capital Financing & PFI	None	None	None	None	n/a	n/a	n/a	n/a
C&M02	Energy Efficiency - result of lower consumpt	None	None	None	None	Positive	Positive	Positive	Positive
C&M03	Removal of contingency budgets	None	None	None	None	n/a	n/a	n/a	n/a
BIM01	Community Safety Partnership - review con	None	None	None	None	n/a	n/a	n/a	n/a
BIM02	Information Management - service redesign	High	None	Low	None	Negative	Neutral	Neutral	Neutral
BIM03	Corporate Improvement Team (corporate re	Low	None	Low	None	n/a	n/a	n/a	n/a
BIM04	Corporate Project Team - increase external	None	None	None	None	n/a	n/a	n/a	n/a
BIM05	Partnerships & Communities Team	None	None	Low	Very Low	n/a	n/a	n/a	n/a
BIM06	Internal Audit	Medium	None	Low	None	n/a	n/a	n/a	n/a
L&D02	Reduce the Number of Committee Meetings	Medium	Very Low	Medium	Low	n/a	n/a	Don't Know	Don't Know
L&D04	Reduction of Civics budget	Low	Low	None	None	n/a	n/a	n/a	n/a
HR1	Not replacing Head of Service	None	None	None	None	n/a	n/a	n/a	n/a
HR2	Staff Training & Development - greater use	Low	Low	None	None	n/a	n/a	n/a	n/a
SHR05	HR Management - review school SLA, consid	None	None	None	None	n/a	n/a	n/a	n/a
SHR06	HR Direct - facilitate more self-service for m	None	None	None	None	n/a	n/a	n/a	n/a
ABS01	PARIS - electronic Domiciliary Care Invoices	None	None	None	None	n/a	n/a	n/a	n/a
ABS03	Recruitment	None	None	Very Low	None	n/a	n/a	n/a	n/a
ABS08	Cefndy Enterprises	None	None	None	None	n/a	n/a	n/a	n/a
ABS04	Workforce Development	Low	None	Low	None	Negative	Neutral	Negative	Neutral
ABS05	Restructure of Locality Services	None	None	None	None	Negative	Neutral	Negative	Neutral
ABS07	Benefits & Welfare Advice Service Review	None	None	None	None	Neutral	Neutral	n/a	n/a
ABS02	Provider Service - Outsourcing	Medium	Low	None	None	Neutral	Neutral	Neutral	Neutral
CHS01	Staffing Budgets - realign to current require	None	None	None	None	n/a	n/a	n/a	n/a
CHS02	ICT Desktop Budget	None	None	None	None	n/a	n/a	n/a	n/a
CHS03	Young Carers - revised contribution to regio	None	None	None	None	n/a	n/a	n/a	n/a
CHS05	Children with Disabilities - reduction to equi	None	None	None	None	n/a	n/a	n/a	n/a
CHS06	Adoption support costs	None	None	None	None	n/a	n/a	n/a	n/a
CHS07	National Youth Advocacy Contract	None	None	None	None	n/a	n/a	n/a	n/a
CHS08	Child Protection Training	None	None	None	None	n/a	n/a	n/a	n/a
CHS09	Foster Home Adaptation Project	None	None	None	None	n/a	n/a	n/a	n/a
CHS04	Contributions Policy for services provided fo	None	None	None	None	n/a	n/a	n/a	n/a
PPP02	Planning Policy - prioritise activity and ce	Very Low	None	Low	Very Low	Negative	Neutral	Negative	Neutral
PPP03	Development Management - increase incom	None	None	None	None	n/a	n/a	n/a	n/a
PPP04	Development Management - reduce training	Low	Very Low	Medium	Low	Negative	Neutral	Neutral	Don't Know
PPP05	Building Control - revise fee structure (inclu	Low	Very Low	Medium	Low	n/a	n/a	n/a	n/a
PPP06	Build Service - review of conservation serv	Medium	Low	Medium	Low	n/a	n/a	Negative	Neutral
PPP09	Public Protection - closure of Pest Control S	Low	Very Low	Medium	Low	n/a	n/a	n/a	n/a
PPP10	Pollution Control - review to consider minim	Low	Very Low	Low	Very Low	n/a	n/a	n/a	n/a
PPP11	Scientific Services - revert to statutory wate	Low	Very Low	Low	Very Low	n/a	n/a	n/a	n/a
PPP12	Trading Standards - stop providing consume	Low	Very Low	Low	Very Low	n/a	n/a	n/a	n/a
PPP08	Public Protection - closure of CCTV Service	Low	Very Low	Medium	Low	n/a	n/a	Negative	Neutral
HRA01	HRA Recharges	None	None	None	None	n/a	n/a	Neutral	Neutral
EBA01	Remove Town & Area Plan Budgets	None	None	None	None	Neutral	Neutral	Negative	Neutral
EBA02	Reduce Core Project/Development Budget	None	None	None	None	Neutral	Neutral	Negative	Neutral
EBA03	Reduce staffing supporting TAP activity	None	None	None	None	Neutral	Neutral	Neutral	Neutral
EBA04	Reduce non-staffing elements TAP activity	None	None	None	None	Neutral	Neutral	Neutral	Neutral

Code	Project	Partners							
		Service Plan Worst Impact	Service Plan Likely Impact	Partners Worst Impact	Partners Likely Impact	Age Worst Impact	Age Likely Impact	Disability Worst Impact	Disability Likely Impact
H&ES12	Street Cleansing - reduce activity	Negative	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
H&ES09	Increase Cemetery Charges	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
H&ES08	Reduce Rights of Way activity	Negative	Negative	Negative	Negative	Neutral	Neutral	Neutral	Neutral
H&ES17	Reduce Road Safety Programme	Negative	Negative	Negative	Negative	Negative	Negative	Neutral	Neutral
H&ES18	Reduce Street Lighting Inspections	Negative	Neutral	n/a	n/a	Neutral	Neutral	Negative	Neutral
H&ES19	Increase Civil Enforcement Activity (Parking)	Neutral	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
H&ES14&15	Introduce Charges for Green Waste	Negative	Negative	n/a	n/a	Neutral	Neutral	Neutral	Neutral
H&ES01	Remove or reduce public transport subsidy	Negative	Negative	Negative	Negative	Negative	Negative	Neutral	Neutral
H&ES13	Highways general cuts	Negative	Negative	n/a	n/a	Neutral	Neutral	Neutral	Neutral
H&ES11	Cessation of funding for all bedding / hanging	Negative	Negative	Negative	Negative	Neutral	Neutral	Neutral	Neutral
H&ES20	Cuts to Countryside Services budgets	Negative	Negative	Negative	Negative	Neutral	Neutral	Negative	Negative
CML02	Restructure of Strategic Leisure	Neutral	Neutral	Negative	Neutral	n/a	n/a	n/a	n/a
CML03	Reduce spend on recruitment advertising	n/a	n/a	Negative	Negative	Negative	Neutral	Neutral	Neutral
CML04	Stop production of paper version of Leisure Centres - further increase income	Negative	Neutral	Negative	Negative	Negative	Negative	Neutral	Neutral
CML06	Leisure Centres - further increase income	Neutral	Positive	Neutral	Positive	n/a	n/a	n/a	n/a
CML07	Rhyl Pavilion - restructure and introduction	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML09	Llangollen Pavilion - explore most efficient	Negative	Neutral	Negative	Neutral	n/a	n/a	n/a	n/a
CML17	Youth Services - changes to open access	Negative	Negative	n/a	n/a	Negative	Negative	Negative	Negative
CML19	Youth Services - staffing structure	Negative	Negative	n/a	n/a	n/a	n/a	n/a	n/a
CML01	Remove subsidy from Scala Prestatyn	Negative	Neutral	Negative	Negative	Neutral	Neutral	Neutral	Neutral
CML05	Review funding for Tourist Information	Negative	Neutral	Negative	Negative	Neutral	Neutral	Neutral	Neutral
CML08	Rhyl Pavilion Operating model	n/a	n/a	Neutral	Positive	n/a	n/a	n/a	n/a
CML10	Introduce charges for the use of the Drift	Negative	Neutral	n/a	n/a	n/a	n/a	n/a	n/a
CML12	Partially close or transfer Denbigh Town	Negative	Negative	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
CML13	Library Service - modernisation programme	Negative	Negative	n/a	n/a	Negative	Negative	n/a	n/a
CML15	Library Service (Arts)	Negative	Negative	Negative	Negative	Negative	Negative	n/a	n/a
CML16	Library Service (Ruthin Craft Centre)	n/a	n/a	Negative	Negative	n/a	n/a	n/a	n/a
SI116	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI111	School Library Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI110	Music Service - develop options	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI114	School improvement discretionary subsidies	Negative	Neutral	Negative	Neutral	Negative	Neutral	Negative	Neutral
SI09	Outdoor pursuits SLA	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SCH04	Remove historic contingency budgets	Negative	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SCH02	Clothing Grants	n/a	n/a	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
SCH03	Remission claims	n/a	n/a	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
SCH05	Governor Support	Negative	Positive	Negative	Positive	Neutral	Neutral	n/a	n/a
SCH06	Demography reduction to reflect fall in pupil	Negative	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
SCH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SCH01	Furniture & Equipment Service for Schools	Negative	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
SI06	Review Additional Learning Needs - removal	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI03	Behaviour Support - property savings from	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
SI01	Review Education Social Worker Service	Negative	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI05	Counselling Service	Negative	Neutral	Neutral	Neutral	Negative	Neutral	Negative	Neutral
SI08	Recruitment	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CES01	Website Advertising - scope for additional in	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CES02	Rhyl One Stop Shop Review	Negative	Positive	Negative	Positive	Negative	Positive	Negative	Positive
CES04	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A02	Finance - external funding team, removal of	n/a	n/a	Negative	Neutral	n/a	n/a	n/a	n/a
F&A03	Property - Office Accommodation Rationalis	n/a	n/a	Neutral	Neutral	n/a	n/a	n/a	n/a
F&A04	Property - management restructure	Neutral	Neutral	n/a	n/a	n/a	n/a	n/a	n/a
F&A05	Miscellaneous Property Portfolio	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A06	Property School Facilities Management Agree	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A07	Revenues & Benefits Commercial Partnersh	Neutral	Positive	Neutral	Positive	Neutral	Neutral	Neutral	Neutral
C&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
C&M02	Energy Efficiency - result of lower consumpt	Positive	Positive	Positive	Positive	n/a	n/a	n/a	n/a
C&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM01	Community Safety Partnership - review con	Neutral	Neutral	Negative	Neutral	n/a	n/a	n/a	n/a
BIM02	Information Management - service redesign	Negative	Positive	n/a	n/a	Neutral	Positive	Positive	Positive
BIM03	Corporate Improvement Team (corporate re	Neutral	Positive	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
BIM04	Corporate Project Team - increase external	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM05	Partnerships & Communities Team	Negative	Positive	Negative	Neutral	n/a	n/a	n/a	n/a
BIM06	Internal Audit	Negative	Neutral	Negative	Neutral	n/a	n/a	n/a	n/a
L&D02	Reduce the Number of Committee Meetings	n/a	n/a	Don't Know	Don't Know	n/a	n/a	n/a	n/a
L&D04	Reduction of Civics budget	Neutral	Neutral	Negative	Neutral	n/a	n/a	n/a	n/a
HR1	Not replacing Head of Service	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
HR2	Staff Training & Development - greater use	Neutral	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
SHR05	HR Management - review school SLA, consid	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
SHR06	HR Direct - facilitate more self-service for m	Neutral	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
ABS01	PARIS - electronic Domiciliary Care Invoices	Positive	Positive	n/a	n/a	n/a	n/a	n/a	n/a
ABS03	Receivshp	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
ABS08	Cefndy Enterprises	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
ABS04	Workforce Development	Negative	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
ABS05	Restructure of Locality Services	Negative	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS07	Benefits & Welfare Advice Service Review	Neutral	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
ABS02	Provider Service - Outsourcing	Neutral	Neutral	Negative	Neutral	Negative	Neutral	Neutral	Neutral
CHS01	Staffing Budgets - realign to current require	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS02	ICT Desktop Budget	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS03	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS05	Children with Disabilities - reduction to equi	n/a	n/a	n/a	n/a	Negative	Neutral	Negative	Neutral
CHS06	Adoption support costs	n/a	n/a	n/a	n/a	Negative	Neutral	n/a	n/a
CHS07	National Youth Advocacy Contract	n/a	n/a	Negative	Negative	Negative	Neutral	n/a	n/a
CHS08	Child Protection Training	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS09	Foster Home Adaptation Project	n/a	n/a	Negative	Negative	Positive	Positive	Positive	Positive
CHS04	Contributions Policy for services provided fo	n/a	n/a	Negative	Negative	Negative	Neutral	Negative	Neutral
PPP02	Planning Policy - prioritise activity and cease	Negative	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
PPP03	Development Management - increase incom	Neutral	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
PPP04	Development Management - reduce training	Neutral	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
PPP05	Building Control - revise fee structure (inclu	Neutral	Neutral	n/a	n/a	Neutral	Neutral	Neutral	Neutral
PPP06	Built Service - review of conservation serv	Negative	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
PPP09	Public Protection - closure of Pest Control S	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
PPP10	Pollution Control - review to consider minim	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
PPP11	Scientific Services - revert to statutory wate	Neutral	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
PPP12	Trading Standards - stop providing consume	n/a	n/a	Negative	Neutral	Negative	Neutral	Neutral	Neutral
PPP08	Public Protection - closure of CCTV Service	Negative	Neutral	Negative	Negative	Negative	Neutral	Neutral	Neutral
HRA01	HRA Recharges	Neutral	Neutral	n/a	n/a	n/a	n/a	n/a	n/a
EBA01	Remove Town & Area Plan Budgets	Neutral	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
EBA02	Reduce Core Project/Development Budget	Neutral	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
EBA03	Reduce staffing supporting TAP activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
EBA04	Reduce non-staffing elements TAP activity	Neutral	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral

Code	Project	Equalities							
		Gender Reassignment Worst Impact	Gender Reassignment Likely Impact	Marriage & Civil Partnership Worst Impact	Marriage & Civil Partnership Likely Impact	Pregnancy & Maternity Worst Impact	Pregnancy & Maternity Likely Impact	Race Worst Impact	Race Likely Impact
H&E512	Street Cleansing - reduce activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E509	Increase Cemetery Charges	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E508	Reduce Rights of Way activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E517	Reduce Road Safety Programme	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E518	Reduce Street Lighting Inspections	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E519	Increase Civil Enforcement Activity (Parking)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E514&15	Introduce Charges for Green Waste	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E501	Remove or reduce public transport subsidy	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E513	Highways general cuts	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E511	Cessation of funding for all bedding / hanging	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E520	Cuts to Countryside Services budgets	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML02	Restructure of Strategic Leisure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML03	Reduce spend on recruitment advertising	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML04	Stop production of paper version of	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML06	Leisure Centres - further increase income	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML07	Rhyl Pavilion - restructure and introduction	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML09	Llangollen Pavilion - explore most efficient	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML17	Youth Services - changes to open access	n/a	n/a	n/a	n/a	n/a	n/a	Negative	Neutral
CML19	Youth Services - staffing structure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML01	Remove subsidy from Scala Prestatyn	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML05	Review funding for Tourist Information	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML08	Rhyl Pavilion Operating model	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML10	Introduce charges for the use of the Drift	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML12	Partially close or transfer Denbigh Town	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML13	Library Service - modernisation programme	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML15	Library Service (Arts)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML16	Library Service (Ruthin Craft Centre)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SI116	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI111	School Library Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI110	Music Service - develop options	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI114	School improvement discretionary subsidies	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
SI09	Outdoor pursuits SLA	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SCH04	Remove historic contingency budgets	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
SCH02	Clothing Grants	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
SCH03	Remission claims	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
SCH05	Governor Support	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
SCH06	Demography reduction to reflect fall in pupil	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
SCH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SCH01	Furniture & Equipment Service for Schools	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
SI06	Review Additional Learning Needs - removal	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI03	Behaviour Support - property savings from	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI01	Review Education Social Worker Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI05	Counselling Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI08	Recruitment	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CES01	Website Advertising - scope for additional in	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CES02	Rhyl One Stop Shop Review	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CES04	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A02	Finance - external funding team, removal of	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A03	Property - Office Accommodation Rationalis	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A04	Property - management restructure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A05	Miscellaneous Property Portfolio	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A06	Property School Facilities Management Agree	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A07	Revenues & Benefits Commercial Partnersh	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
C&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
C&M02	Energy Efficiency - result of lower consumpt	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
C&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM01	Community Safety Partnership - review con	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM02	Information Management - service redesign	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
BIM03	Corporate Improvement Team (corporate re	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
BIM04	Corporate Project Team - increase external	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM05	Partnerships & Communities Team	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM06	Internal Audit	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
L&D02	Reduce the Number of Committee Meetings	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
L&D04	Reduction of Civics budget	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
HR1	Not replacing Head of Service	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
HR2	Staff Training & Development - greater use	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SHR05	HR Management - review school SLA, consid	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SHR06	HR Direct - facilitate more self-service for m	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS01	PARIS - electronic Domiciliary Care Invoices	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ABS03	Receivship	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS08	Cefndy Enterprises	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS04	Workforce Development	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS05	Restructure of Locality Services	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS07	Benefits & Welfare Advice Service Review	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS02	Provider Service - Outsourcing	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CHS01	Staffing Budgets - realign to current require	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS02	ICT Desktop Budget	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS03	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS05	Children with Disabilities - reduction to equi	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CHS06	Adoption support costs	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS07	National Youth Advocacy Contract	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS08	Child Protection Training	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS09	Foster Home Adaptation Project	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CHS04	Contributions Policy for services provided fo	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP02	Planning Policy - prioritise activity and cease	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP03	Development Management - increase incom	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP04	Development Management - reduce trainin	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP05	Building Control - revise fee structure (inclu	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP06	Build Service - review of conservation serv	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP09	Public Protection - closure of Pest Control S	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP10	Pollution Control - review to consider minim	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP11	Scientific Services - revert to statutory wate	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP12	Trading Standards - stop providing consume	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP08	Public Protection - closure of CCTV Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
HRA01	HRA Recharges	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
EBA01	Remove Town & Area Plan Budgets	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
EBA02	Reduce Core Project/Development Budget	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
EBA03	Reduce staffing supporting TAP activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
EBA04	Reduce non-staffing elements TAP activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral

Code	Project							Poverty	
		Religion or Belief Worst Impact	Religion or Belief Likely Impact	Sex Worst Impact	Sex Likely Impact	Sexual Orientation Worst Impact	Sexual Orientation Likely Impact	Poverty Worst Impact	Poverty Likely Impact
H&E512	Street Cleansing - reduce activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E509	Increase Cemetery Charges	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Negative
H&E508	Reduce Rights of Way activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E517	Reduce Road Safety Programme	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E518	Reduce Street Lighting Inspections	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E519	Increase Civil Enforcement Activity (Parking)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Negative
H&E514&15	Introduce Charges for Green Waste	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
H&E501	Remove or reduce public transport subsidy	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Negative
H&E513	Highways general cuts	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E511	Cessation of funding for all bedding / hanging	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&E520	Cuts to Countryside Services budgets	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML02	Restructure of Strategic Leisure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML03	Reduce spend on recruitment advertising	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	n/a	n/a
CML04	Stop production of paper version of	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
CML06	Leisure Centres - further increase income	n/a	n/a	n/a	n/a	n/a	n/a	Negative	Neutral
CML07	Rhyl Pavilion - restructure and introduction	n/a	n/a	n/a	n/a	n/a	n/a	Negative	Neutral
CML09	Llangollen Pavilion - explore most efficient	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
CML17	Youth Services - changes to open access	n/a	n/a	n/a	n/a	n/a	n/a	Negative	Negative
CML19	Youth Services - staffing structure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML01	Remove subsidy from Scala Prestatyn	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CML05	Review funding for Tourist Information	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
CML08	Rhyl Pavilion Operating model	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
CML10	Introduce charges for the use of the Drift	n/a	n/a	n/a	n/a	n/a	n/a	Negative	Negative
CML12	Partially close or transfer Denbigh Town	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	n/a	n/a
CML13	Library Service - modernisation programme	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
CML15	Library Service (Arts)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CML16	Library Service (Ruthin Craft Centre)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SI116	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI111	School Library Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI110	Music Service - develop options	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI114	School improvement discretionary subsidies	Negative	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI09	Outdoor pursuits SLA	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SCH04	Remove historic contingency budgets	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SCH02	Clothing Grants	Neutral	Neutral	Neutral	Neutral	n/a	n/a	Negative	Neutral
SCH03	Remission claims	Neutral	Neutral	Neutral	Neutral	n/a	n/a	Negative	Neutral
SCH05	Governor Support	Neutral	Neutral	Neutral	Neutral	n/a	n/a	n/a	n/a
SCH06	Demography reduction to reflect fall in pupil	Neutral	Neutral	Neutral	Neutral	n/a	n/a	Neutral	Neutral
SCH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
SCH01	Furniture & Equipment Service for Schools	Neutral	Neutral	Neutral	Neutral	n/a	n/a	Neutral	Neutral
SI06	Review Additional Learning Needs - removal	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI03	Behaviour Support - property savings from	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI01	Review Education Social Worker Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI05	Counselling Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SI08	Recruitment	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CES01	Website Advertising - scope for additional in	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CES02	Rhyl One Stop Shop Review	Neutral	Neutral	Neutral	Neutral	n/a	n/a	Neutral	Positive
CES04	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A02	Finance - external funding team, removal of	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A03	Property - Office Accommodation Rationalis	n/a	n/a	Neutral	Neutral	n/a	n/a	Neutral	Neutral
F&A04	Property - management restructure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A05	Miscellaneous Property Portfolio	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A06	Property School Facilities Management Agree	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
F&A07	Revenues & Benefits Commercial Partnersh	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Positive
C&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
C&M02	Energy Efficiency - result of lower consumpt	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
C&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM01	Community Safety Partnership - review con	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BIM02	Information Management - service redesign	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
BIM03	Corporate Improvement Team (corporate re	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
BIM04	Corporate Project Team - increase external	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
BIM05	Partnerships & Communities Team	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
BIM06	Internal Audit	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
L&D02	Reduce the Number of Committee Meetings	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
L&D04	Reduction of Civics budget	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
HR1	Not replacing Head of Service	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
HR2	Staff Training & Development - greater use	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	n/a	n/a
SHR05	HR Management - review school SLA, consi	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	n/a	n/a
SHR06	HR Direct - facilitate more self-service for m	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	n/a	n/a
ABS01	PARIS - electronic Domiciliary Care Invoices	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ABS03	Receivship	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS08	Cefndy Enterprises	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS04	Workforce Development	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS05	Restructure of Locality Services	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ABS07	Benefits & Welfare Advice Service Review	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
ABS02	Provider Service - Outsourcing	Neutral	Neutral	Negative	Negative	Neutral	Neutral	Negative	Neutral
CHS01	Staffing Budgets - realign to current require	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS02	ICT Desktop Budget	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS03	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS05	Children with Disabilities - reduction to equi	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CHS06	Adoption support costs	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS07	National Youth Advocacy Contract	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS08	Child Protection Training	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CHS09	Foster Home Adaptation Project	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CHS04	Contributions Policy for services provided fo	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
PPP02	Planning Policy - prioritise activity and cease	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP03	Development Management - increase incom	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
PPP04	Development Management - reduce training	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP05	Building Control - revise fee structure (inclu	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
PPP06	Build Service - review of conservation serv	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP09	Public Protection - closure of Pest Control S	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
PPP10	Pollution Control - review to consider minim	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP11	Scientific Services - revert to statutory wate	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
PPP12	Trading Standards - stop providing consume	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
PPP08	Public Protection - closure of CCTV Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
HRA01	HRA Recharges	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
EBA01	Remove Town & Area Plan Budgets	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
EBA02	Reduce Core Project/Development Budget	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
EBA03	Reduce staffing supporting TAP activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
EBA04	Reduce non-staffing elements TAP activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral

Code	Project	Environment			
		Biodiversity Worst Impact	Biodiversity Likely Impact	Carbon Worst Impact	Carbon Likely Impact
H&ES12	Street Cleansing - reduce activity	n/a	n/a	Positive	Positive
H&ES09	Increase Cemetery Charges	n/a	n/a	n/a	n/a
H&ES08	Reduce Rights of Way activity	Positive	Positive	Positive	Positive
H&ES17	Reduce Road Safety Programme	n/a	n/a	n/a	n/a
H&ES18	Reduce Street Lighting Inspections	n/a	n/a	Positive	Positive
H&ES19	Increase Civil Enforcement Activity (Parking)	n/a	n/a	Negative	Neutral
H&ES14&15	Introduce Charges for Green Waste	n/a	n/a	Positive	Positive
H&ES01	Remove or reduce public transport subsidy	n/a	n/a	Don't Know	Don't Know
H&ES13	Highways general cuts	n/a	n/a	n/a	n/a
H&ES11	Cessation of funding for all bedding / hangar	Neutral	Neutral	Positive	Positive
H&ES20	Cuts to Countryside Services budgets	Negative	Negative	n/a	n/a
CML02	Restructure of Strategic Leisure	n/a	n/a	n/a	n/a
CML03	Reduce spend on recruitment advertising	n/a	n/a	Positive	Positive
CML04	Stop production of paper version of	n/a	n/a	Positive	Positive
CML06	Leisure Centres - further increase income	n/a	n/a	Positive	Positive
CML07	Rhyl Pavilion - restructure and introduction	n/a	n/a	n/a	n/a
CML09	Llangollen Pavilion - explore most efficient	n/a	n/a	n/a	n/a
CML17	Youth Services - changes to open access	n/a	n/a	Positive	Positive
CML19	Youth Services - staffing structure	n/a	n/a	Neutral	Neutral
CML01	Remove subsidy from Scala Prestatyn	n/a	n/a	n/a	n/a
CML05	Review funding for Tourist Information	n/a	n/a	Neutral	Neutral
CML08	Rhyl Pavilion Operating model	n/a	n/a	n/a	n/a
CML10	Introduce charges for the use of the Drift	n/a	n/a	n/a	n/a
CML12	Partially close or transfer Denbigh Town	n/a	n/a	Positive	Positive
CML13	Library Service - modernisation programme	n/a	n/a	n/a	n/a
CML15	Library Service (Arts)	n/a	n/a	Positive	Positive
CML16	Library Service (Ruthin Craft Centre)	n/a	n/a	n/a	n/a
SI16	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral
SI11	School Library Service	Neutral	Neutral	Neutral	Neutral
SI10	Music Service - develop options	Neutral	Neutral	Neutral	Neutral
SI14	School improvement discretionary subsidies	Neutral	Neutral	Negative	Neutral
SI09	Outdoor pursuits SLA	Neutral	Neutral	Neutral	Neutral
SCH04	Remove historic contingency budgets	Neutral	Neutral	Neutral	Neutral
SCH02	Clothing Grants	n/a	n/a	n/a	n/a
SCH03	Remission claims	n/a	n/a	n/a	n/a
SCH05	Governor Support	n/a	n/a	n/a	n/a
SCH06	Demography reduction to reflect fall in pupil	Neutral	Neutral	Negative	Neutral
SCH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a
SCH01	Furniture & Equipment Service for Schools	n/a	n/a	Neutral	Neutral
SI06	Review Additional Learning Needs - removal	Neutral	Neutral	Neutral	Neutral
SI03	Behaviour Support - property savings from	Neutral	Neutral	Neutral	Neutral
SI07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral
SI01	Review Education Social Worker Service	Neutral	Neutral	Neutral	Neutral
SI04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral
SI05	Counselling Service	Neutral	Neutral	Negative	Neutral
SI08	Recoupment	Neutral	Neutral	Neutral	Neutral
CE501	Website Advertising - scope for additional in	n/a	n/a	n/a	n/a
CE502	Rhyl One Stop Shop Review	n/a	n/a	Neutral	Neutral
CE504	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	n/a	n/a	n/a	n/a
F&A02	Finance - external funding team, removal of	n/a	n/a	n/a	n/a
F&A03	Property - Office Accommodation Rationalis	Neutral	Neutral	Positive	Positive
F&A04	Property - management restructure	n/a	n/a	n/a	n/a
F&A05	Miscellaneous Property Portfolio	n/a	n/a	n/a	n/a
F&A06	Property School Facilities Management Agree	n/a	n/a	Positive	Positive
F&A07	Revenues & Benefits Commercial Partnersh	n/a	n/a	Neutral	Positive
C&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a
C&M02	Energy Efficiency - result of lower consumpt	n/a	n/a	Positive	Positive
C&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a
BIM01	Community Safety Partnership - review con	n/a	n/a	n/a	n/a
BIM02	Information Management - service redesign	n/a	n/a	Positive	Positive
BIM03	Corporate Improvement Team (corporate re	n/a	n/a	n/a	n/a
BIM04	Corporate Project Team - increase external	n/a	n/a	n/a	n/a
BIM05	Partnerships & Communities Team	n/a	n/a	n/a	n/a
BIM06	Internal Audit	n/a	n/a	n/a	n/a
L&D02	Reduce the Number of Committee Meetings	n/a	n/a	n/a	n/a
L&D04	Reduction of Civics budget	n/a	n/a	n/a	n/a
HR1	Not replacing Head of Service	n/a	n/a	n/a	n/a
HR2	Staff Training & Development - greater use	n/a	n/a	n/a	n/a
SHR05	HR Management - review school SLA, consid	n/a	n/a	n/a	n/a
SHR06	HR Direct - facilitate more self-service for m	n/a	n/a	n/a	n/a
ABS01	PARIS - electronic Domiciliary Care Invoices	n/a	n/a	n/a	n/a
ABS03	Receivership	n/a	n/a	n/a	n/a
ABS08	Cefndy Enterprises	n/a	n/a	n/a	n/a
ABS04	Workforce Development	n/a	n/a	Negative	Neutral
ABS05	Restructure of Locality Services	n/a	n/a	n/a	n/a
ABS07	Benefits & Welfare Advice Service Review	n/a	n/a	n/a	n/a
ABS02	Provider Service - Outsourcing	n/a	n/a	Negative	Negative
CH501	Staffing Budgets - realign to current require	n/a	n/a	n/a	n/a
CH502	ICT Desktop Budget	n/a	n/a	n/a	n/a
CH503	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a
CH505	Children with Disabilities - reduction to equi	n/a	n/a	n/a	n/a
CH506	Adoption support costs	n/a	n/a	n/a	n/a
CH507	National Youth Advocacy Contract	n/a	n/a	n/a	n/a
CH508	Child Protection Training	n/a	n/a	n/a	n/a
CH509	Foster Home Adaptation Project	n/a	n/a	Neutral	Positive
CH504	Contributions Policy for services provided fo	n/a	n/a	n/a	n/a
PPP02	Planning Policy - prioritise activity and cease	n/a	n/a	n/a	n/a
PPP03	Development Management - increase incont	n/a	n/a	n/a	n/a
PPP04	Development Management - reduce training	n/a	n/a	n/a	n/a
PPP05	Building Control - revise fee structure (inclu	n/a	n/a	n/a	n/a
PPP06	Built Service - review of conservation serv	n/a	n/a	Positive	Neutral
PPP09	Public Protection - closure of Pest Control S	n/a	n/a	Positive	Neutral
PPP10	Pollution Control - review to consider minin	n/a	n/a	Positive	Neutral
PPP11	Scientific Services - revert to statutory wate	n/a	n/a	Positive	Neutral
PPP12	Trading Standards - stop providing consume	n/a	n/a	n/a	n/a
PPP08	Public Protection - closure of CCTV Service	n/a	n/a	Positive	Neutral
HRA01	HRA Recharges	n/a	n/a	n/a	n/a
EBA01	Remove Town & Area Plan Budgets	Neutral	Neutral	Neutral	Neutral
EBA02	Reduce Core Project/Development Budget	Neutral	Neutral	Neutral	Neutral
EBA03	Reduce staffing supporting TAP activity	Neutral	Neutral	Neutral	Neutral
EBA04	Reduce non-staffing elements TAP activity	Neutral	Neutral	Neutral	Neutral

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Report To: Council

Date of Meeting: 9 December 2014

Lead Member / Officer: Cllr Julian Thompson-Hill

Report Author: Stuart Andrews, Acting Strategic Procurement Manager

Title: Presentation of Revised Contract Procedure Rules

1. What is the report about?

The presentation of the revised Contract Procedure Rules to Full Council for approval on 9 December 2014 – Appendix 1

2. What is the reason for making this report?

The draft Contract Procedure Rules are being presented to full Council for approval and adoption following their review by Corporate Governance Committee on 5 November 2014

3. What are the Recommendations?

That Council note and accept the revised Contract Procedure Rules and authorise their implementation for use by all departments of the Council.

4. Report details.

The current Contract Procedure Rules have not been reviewed fully following their previous adoption in 2004. A review of the document has been undertaken by the Acting Strategic Procurement Manager and Deputy Monitoring Officer to update the document in line with current legislation and latest best practice procurement procedures.

5. How does the decision contribute to the Corporate Priorities?

The addition of clauses making the consideration of Community Benefits clauses in all contracts above £2,000,000 contributes to the priority of the Economic and Community Ambition Board, the lowering of the financial thresholds will ensure that more lower value tender opportunities are advertised which will allow local SME's to become more aware of opportunities to do business with the Council. The Contract Procedure Rules also ensure that departments of the Council comply with all current legislation in relation to the procurement of Goods, Services and Works.

6. What will it cost and how will it affect other services?

There is no cost to the adoption of this document and no additional staff will be required.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

There are no implications on any of the staff or community as identified in the EqIA

8. What consultations have been carried out with Scrutiny and others?

Consultation has been undertaken with all Service areas of the Council with regards to the revision of the Contract Procedure Rules. All comments have been reviewed and taken into consideration where applicable and relevant to the requirement of the document. The report was taken to Corporate Governance Committee on 5 November 2014 where it was passed to proceed to full Council for final approval.

9. Chief Finance Officer Statement

The Contract Procedure Rules form an important part of procurement and their revision improves the council's control of this function.

10. What risks are there and is there anything we can do to reduce them?

The main risk is Departments not complying with the new Contract Procedure Rules which may infringe upon UK and EU Procurement Regulations. Following the implementation of the revised document there will be a training programme for all Service areas to define the requirements of the document and the implications of non compliance. This training will be mandatory for all officers undertaking any procurement activity on behalf of the Council. Such training will also be made available to all Elected Members as requested by the Corporate Governance Committee.

11. Power to make the Decision

Section 111 of the Local Governments Act 1972.

This is a paper for information rather than decision prior to submission to full cabinet.

Documents Enclosed:

Appendix 1 Contract Procedure Rules (Revised)

Appendix 2 Summary of Key Changes

CONTRACT PROCEDURE RULES

General

1. Interpretation
2. Compliance with Contract Procedure Rules and Legislation
3. Officers' and Members Duties
4. Declaration of Interests
5. Scheme of Delegation
6. Electronic Procurement Solutions
7. Corporate Purchasing Agreements (including use of Framework Agreements) and Joint Procurement arrangements (including membership of official purchasing consortiums)

Exemptions

8. Exempt Contracts
9. Exemptions from Contract Procedure Rules
10. Exemption from tendering requirement

Approved List

11. Council Approved Lists and Vetting of Contractors

Procurement Planning

12. Contract value and Aggregation
13. Pre-Tender Enquiries
14. Purchasing Need and Procurement Planning Approval
15. Sustainable Procurement

Quotations and Tenders

16. Contracts valued at less than £10,000 (Goods, Services & Works)
17. Contracts valued between £10,001 and £25,000 (Goods, Services & Works)
18. Contracts valued between £25,001 and OJEU Threshold (Goods & Services)
19. Contracts valued over OJEU Threshold (Goods & Services)
20. Contracts valued between £25,001 and £250,000 (Works)
21. Contracts valued over £250,001 (Works)
22. Timescales for receiving Requests for Quotes and Tenders
23. Request for Quotes and/or Invitation to Tender Documentation
24. Tender Specifications
25. Tender opening
26. Late Tenders received
27. Tender Evaluation and alterations
28. Post Tender Negotiations and Tender Bid Clarifications
29. Request for Quotes /Tender Award Approvals
30. Notification of Tender Award and De-briefing Requests
31. Letters of Intent
32. Non-concluded Terms and Conditions of Contract

Form of Contract

33. Contracts in Writing
34. Bonds, Securities, Liquidated and other Damages

- 35. Parent Company Guarantee

Operation of Contract

- 36. Contract Management
- 37. Contract Performance
- 38. Termination of Contract
- 39. Contract Variations and Contract Extensions
- 40. Contract Payments
- 41. Assignments and Novation
- 42. Nominating Products/Contractors/Suppliers

Specific Contracts

- 43. Land Contracts
- 44. Use of Consultants.

Other

- 45. Retention of Contract Files
- 46. Review and Amendment of the CPR's

Schedule 1 Table of Values

GENERAL

1. Interpretation

1.1 In these Contract Procedure Rules, the following terms have the following meanings:

Approved List	a List drawn up for corporate use under CPR 11. Note this facility will no longer be available after 1 April 2016
Authorised Signatory	as per the Officers Scheme of Delegation
Chief Finance Officer	Head of Finance
Code of Conduct	the Code regulating the conduct of officers and members as set out in the Constitution
Contract	an agreement for the supply of goods, or services, or concessions or the execution of works
Contract File	a record of all matters relating to the contract
Contractor	a supplier of goods or services or concessions or Works to the Council
Corporate Purchasing Agreement	a contract or framework agreement which has been endorsed and approved for corporate use by the Strategic Procurement Manager and its use shall be mandatory
CPR's	these Contract Procedure Rules
Day	a calendar day unless otherwise specified
Director	Chief Executive or any other Director of the Council
EU	European Union
EU contract	a contract covered by the Public Contracts Regulations 2006
Framework Agreement	an agreement which allows a Responsible Officer to call off or undertake a mini competition to provide goods, services or works in accordance with the terms of the agreement. The Framework Agreement usually constitutes a non-binding offer with

no obligations to call off from the contractor. If the Council calls off from the contractor a binding contract comes into being.

Strategic Procurement Manager	the officer who is designated to have responsibility for the Collaborative Procurement Service
Head of Service	Head of Service of the relevant Council Service Area
Invitation to Tender	invitation to tender documents in the form required by these Rules
Monitoring Officer	the officer designated by the Council as its Statutory Monitoring Officer from time to time
Month	means a calendar month
OJEU	Official Journal of the European Union incorporating the Public Contracts Regulations 2006
OJEU threshold	the values that are determined by the European Union every two years, which are shown in schedule 1 of these Rules
Quotation	a quotation of price and any other relevant matter made without the formal issue of an invitation to tender;
Relevant Head of Service	the Head of Service whose Directorate or Department is responsible for the procurement exercise in question
Responsible Officer	any permanent or temporary staff member or any other person properly authorised by the Council to carry out any of the Council's contracts functions
Sub-OJEU	the values below the threshold that are determined by the European Union every two years, which are shown in schedule 1 of these Rules
Table of Values	the table maintained and updated by the Monitoring Officer as identified in Schedule 1
Tender	a Contractor's formal proposal submitted in response to an invitation to tender

Value for Money	means the optimum combination of whole life costs, quality and benefits to meet the Council's requirement. Such term equates to the EU procurement requirement of "most economically advantageous offer"
Working day	means any day other than a Saturday or a Sunday or a day which is a bank or a public holiday throughout Wales

1.2 Any reference to actions within these CPR's can also be undertaken by officers with the appropriate delegated authority to carry out such tasks, provided such delegated authority has been granted by the named individual.

1.3 Unless the context otherwise requires, reference to any clause, sub-clause or schedule is to a clause, sub-clause or schedule of or to these Rules.

1.4 Under these Rules, periods expressed as a certain number of days from a particular event run from the day following the day on which the event takes place. If the last day of the period falls on a Saturday, Sunday or a public holiday it will end on the next working day.

1.5 Periods will include public holidays and weekends unless these are expressly excluded or the periods are expressed as a certain number of working days.

2. Compliance with Contract Procedure Rules and Legislation

2.1 These Contract Procedure Rules apply to all contracts entered into by or on behalf of the Council with the intention of procuring goods, services, concessions or works.

2.2 The Strategic Procurement Manager in consultation with the Monitoring Officer shall advise on the implementation and interpretation of the Council's Contract Procedure Rules.

2.3 Every contract entered into by the Council or on its behalf shall be entered into pursuant to, or in connection with, the Council's functions and shall comply with:

- (a) all relevant statutory provisions
- (b) the relevant EU law and the EU public procurement rules (including the EC treaty, the general principles of EU law and the EU public procurement directives implemented by the UK regulations)
- (c) the Council's constitution including these CPR's and the Council's Financial Procedure Rules
- (d) schemes of delegation

- (e) the Council's strategic objectives and policies,
 - (f) the Council's Corporate Procurement Strategy and any other relevant Council policies
- 2.4 Should there be a conflict between the provisions of the Council's Contract Procedure Rules and any provision of an EU directive or any domestic legislation, the latter shall prevail.
- 2.5 It shall be a condition of any agreement between the Council and anyone who is not an officer of the Council including Temporary Agency staff and Consultants, but who is authorised to carry out any of the Council's contracts functions, that they comply with the Council's Contract Procedure Rules and Financial Regulations as if they were an officer of the Council.
- 2.6 Any failure by officers / members to comply with any of the provisions of these Contract Procedure Rules or Financial Regulations or associated guidance adopted by the Council or UK and European legal requirements may result in disciplinary action.
- 2.7 Failure to comply with these CPR's by officers or consultants shall be reported immediately to the relevant Head of Service / Director or Chief Finance Officer or Strategic Procurement Manager or Internal Audit Manager. All failures to comply by Members shall be reported immediately to the Monitoring Officer.
- 2.8 Arrangements for Contracts made by schools operating under local management arrangements shall not be subject to these CPR's but shall be subject to their own Contract Procedure Rules.

3. Officers' and Members Duties

- 3.1 The highest standards of probity are required of all officers and Members involved in the procurement, award and management of Council Contracts.
- 3.2 Officers shall always:
- (a) seek value for money
 - (b) show no undue favour to any contractor, nor discriminate against any contractor
 - (c) ensure that all procurement is in accordance with the highest standards of propriety and proper practice (including respecting the confidentiality of commercial information)
 - (d) do nothing that contravenes EU or domestic law
 - (e) ensure that adequate Contract Files are kept for Contracts upon which they are engaged
 - (f) ensure that Contracts are packaged to ensure Best Value for Money

3.3 As a general rule, Members and officers must not accept from Contractors or potential Contractors, or from any firm or organisation with whom the Council has had, is having or may have any dealings of any kind,

- (a) any gift; or
- (b) any hospitality

Without the written authorisation of the Head of Service / Director who is responsible for that officer, or in the case of Members, unless the matter has been reported to the Monitoring Officer.

3.4 Members shall comply with the Member's Code of Conduct and Officers shall comply with the Officers Code of Conduct

3.5 Members and officers may seek advice from the Monitoring Officer in respect of any matter arising out of CPR 3.3

4. Declaration of Interests

4.1 No member, employee or agent of the council shall improperly use their position to obtain any personal or private benefit from any contract entered into by the council

4.2 The following shall declare any interests which may affect the contract process;

- (a) all officers who play an influential role in any aspect of the contracts process, including those designated under a scheme of delegation in CPR 5.3;
- (b) Cabinet Members involved in the contract process;
- (c) external consultants.
- (d) anyone else who is not an officer of the Council but who is authorised to carry out any of the Council's Contract Functions

4.3 The Monitoring Officer shall ensure that Heads of Service, Directors, Cabinet Members, Officers, Consultants and anyone else who is not an officer of the Council appointed or agreed by them make declarations on their appointment and on any change in circumstances (and annually in the case of officers), and shall either certify them as acceptable or take any necessary action in respect of potential conflicts of interest.

4.4 Head of Service shall keep a register of declarations indicating the names and grades of those declaring and the nature of their declaration. Responsible Officers shall keep completed consultants' declarations on the Contract File.

5. Scheme of Delegation

- 5.1 Any procurement carried out on behalf of the Council may only be undertaken by officers with the appropriate delegated authority to carry out such tasks.
- 5.2 Each Head of Service / Director shall receive from Cabinet delegated powers to enter into contracts (CPR 29), to grant waivers and exemptions (CPR 8, CPR 9 and CPR 10) and to approve contract variations (CPR 39) on behalf of the Council to specified financial limits.
- 5.3 Each Head of Service shall compile and maintain a scheme of delegation specific to their Department, detailing the names and grades of officers approved for the purposes of obtaining quotations, tendering, entering into contracts and placing orders on behalf of the Council and the maximum contract/ order value allocated to each officer for these purposes.
- 5.4 Each Head of Service shall supply to and agree with the Strategic Procurement Manager their scheme of delegation before the start of each financial year, and on making any amendment.
- 5.5 The Chief Finance Officer shall keep a register of all schemes of delegation and shall ensure the appropriate scheme of delegation is replicated within the purchase to pay solution (for ordering, receipting and payments) and the e-sourcing solution (for sourcing and contracting).

6. Electronic Procurement Solutions

- 6.1 All purchase-to-pay processes including requisitioning, ordering, receipting and invoice payments shall be conducted via the corporate purchase-to-pay solution (where available), which has been approved by the Strategic Procurement Manager.
- 6.2 All e-sourcing processes including request for quotations, tendering, e-auctions, contract management, supplier performance management and approved list management shall be conducted via the corporate e-sourcing solution (where available), which has been approved by the Strategic Procurement Manager.
- 6.3 The use of any alternative e-procurement solutions cannot be carried out without the prior approval of the Strategic Procurement Manager.

7. Corporate Purchasing Agreements (including use of Framework Agreements) and Joint Procurement arrangements (including membership of official purchasing consortiums)

- 7.1 Any membership of an official purchasing consortium which requires upfront Council commitment shall be approved by Cabinet prior to the

involvement by or on behalf of the Council.

7.2 Any joint procurement arrangement, with any other public sector organization that results in the Council being committed to contractual obligations (not including Framework Agreements) shall be approved in the following manner prior to the commitment stage:

7.2.1 by the Head of Service / Director based on a report from the Responsible Officer having consulted with the Chief Finance Officer and Strategic Procurement Manager if the Council's estimated overall contribution over the contract duration is less than £250,000

7.2.2 by the Head of Service / Director based on a report from the Responsible Officer having consulted with the Chief Finance Officer and Strategic Procurement Manager and relevant Cabinet Member, if the Council's estimated contribution over the contract duration is over £250,000 and less than £1,000,000

7.2.3 by Cabinet based on a report from the Head of Service having consulted with the Chief Finance Officer and Strategic Procurement Manager, if the Council's estimated contribution over the contract duration is over £1,000,000

7.3 The use of the following Corporate Purchasing Agreements as endorsed by the Strategic Procurement Manager shall be mandatory, unless a justification not to use them has been made in writing and has been approved by the Strategic Procurement Manager:

- Corporate Purchasing Agreements resulting from the National Procurement Service or any other approved Official purchasing consortiums
- Any other Framework Agreements and any subsequent call-off arrangements,
- Joint Procurement Arrangements,
- Electronic catalogues within the purchase-to-pay solution and
- Contracts listed within the corporate contract register

7.3.1 The Strategic Procurement Manager will undertake a consultation or benchmarking exercise before endorsing any Corporate Purchasing Agreements

7.4 The use of any Framework Agreements and /or Joint Contracts resulting from a procurement exercise involving other public bodies as the lead authority shall be approved by the Strategic Procurement Manager prior to using such arrangements. All such requests shall be made in writing to the Strategic Procurement Manager, and once approved the responsible officer shall ensure that the Framework Agreements and/or Joint Contracts shall be inputted onto the Corporate Contract Register within the e-sourcing solution (where available).

- 7.5 The Head of Service will ensure that the CPR's or equivalent of the lead authority / body will be acceptable to the Council and are to be followed throughout the procurement exercise.

EXEMPTIONS

8. Exempt Contracts

- 8.1 Exemptions are where contract procedure rules do not apply to certain contracts
- 8.2 The following contracts are exempt from the requirements of these CPR's:
- (a) individual agency contracts for the provision of temporary staff;
 - (b) employment contracts;
 - (c) contracts relating solely to disposal or acquisition of an interest in land with exception to Development Agreements (see CPR 43),
 - (d) internal purchases or service provision
 - (e) contracts formalising the funding of particular voluntary sector bodies, where the purpose of the contract is to provide Grant in Aid funding by the Council;
 - (f) contracts for the engagement of Counsel;
 - (g) contracts for the engagement of Expert Witness;

9. Exemptions from Contract Procedure Rules

- 9.1 Waiver is where the Contract Procedure Rules are partly suspended to enable a particular course of action. This does not obviate the need to ensure that adequate and robust process is undertaken in accordance with the principles of these Contract Procedure Rules. The Council's rules and guidance will still apply.
- 9.2 Waiver from any Contract Procedure Rules requirements including obtaining quotations or tendering based on any reason that is not listed in CPR 10.2 can only be obtained from Chief Finance Officer or Monitoring Officer in accordance with CPR 10.3.

10 Exemption from Tendering Requirement

- 10.1 Exemption from Tendering is where the requirement to seek market competition as per CPR 17, 18, 19 & 21 is suspended provided a justification can be demonstrated as per CPR 10.2
- 10.2 Where an exemption is sought by an Responsible Officer in respect of obtaining tenders (CPR 10.2), a report must be provided setting out the reason for requiring the exemption and to notify which exception under CPR 10.2 is applicable. The responsible officer shall consult with the Strategic Procurement Manager in preparing the report and the report shall also include a statement from Chief Finance Officer.

In order to justify an exemption it will need to demonstrate that one or more of the following reasons is applicable:

- (a) In the absence of tenders, suitable tenders (irregular or unacceptable) or applications in response to an invitation to tender by the contracting authority using the open procedure or the restricted procedure but only if the original terms of the proposed contract offered in the discontinued procedure have not been substantially altered.
- (b) The contract involved is purely for the purpose of research, experiment, study or development under the conditions stated in Public Contracts Regulations 2006
- (c) The works/goods/services can be provided only by a particular contractor for reasons that are technical, artistic, or connected with the protection of exclusive rights.
- (d) Extreme urgency brought about by events unforeseeable by the contracting authority and in accordance with the strict conditions stated in the Public Contracts Regulations 2006.
- (e) Additional works/deliveries/services are ordered under the strict conditions stated in Public Contracts Regulations 2006, which do not exceed 50% of the value of the original contract and are required which, through unforeseen circumstances, were not included in the original contract and which either are strictly necessary for the completion of the contract or, for technical or economic reasons, cannot be carried out separately;
- (f) New works/services, constituting a repetition of existing works/services and ordered in accordance with the strict conditions stated in the Public Contracts Regulations 2006. Such that new works or services are required which are a repetition of works or services carried out under the original contract (provided in the case of EU contracts they are required within three years of the original contract and the contract notice stated that a new contract might be awarded by negotiation);
- (g) That goods are required as a partial replacement or addition to existing goods or installations and obtaining them from another contractor would result in incompatibility or disproportionate technical difficulties in operation or maintenance;
- (h) That the rules of a design contest require the contract to be awarded to one of the successful candidates, provided all successful candidates are invited to negotiate;
- (i) For supplies quoted and purchased on a commodity market or for the supply of goods or materials the goods or materials are proprietary articles or are sold at a fixed price and no reasonable satisfactory alternative is available;
- (j) For the purchase of supplies on particularly advantageous terms from a supplier which is definitely winding up its business activities, or from the receivers or liquidators of a bankruptcy, an arrangement with creditors or a similar procedure.

- (k) Where delay attributable to the tendering process would, in the estimation of the Head of Service concerned, result in the Council incurring net expenditure or forfeiting net income in excess of the savings on the contract sum that might reasonably be expected to accrue from competitive tendering;
- (l) The engagement of actors and performers
- (m) Where the delay attributable to the Tendering process would create or increase danger to life or limb or would, in the opinion of the Head of Service / Director concerned, result in or continue an unacceptable level or standard of service.
- (n) that services are required which are categorised as Part B Health and Social Services in accordance with EU and UK legislation, and which represent a clear continuation of specific services required under an existing contract, and that a decision to both exempt the required services from obtaining quotations or tendering and award a new contract to the existing contractor **can** be justified as reasonable following **a balanced consideration in conjunction with guidance from the Monitoring Officer on the relevant public law principles, of the extent to which the new requirement meets the following criteria:**
- i. evidence demonstrates that obtaining quotations or tendering for the required services is unlikely to secure significant improvements in value for money, or else is unlikely to secure sufficient improvement in value for money to justify the cost of obtaining quotations or tendering, or else any likely improvement in value for money will be outweighed by the potential cost of changing contractor;
and/or
 - ii. the specification for the new requirement does not differ substantially from that of the existing contract;
and/or
 - iii. the contract terms and conditions of the new requirement do not differ from those of the existing contract except where required by changes to the Authority's Financial Regulations (including these Contract Procedure Rules) or relevant standard contracting practices;
and/or
 - iv. the equivalent annual value of the contract for the new requirement does not differ from that of the existing contract by more than +10% unless required by law;
and/or
 - v. the services required have previously been tendered or been subject to competitive quotations no more than five years prior to the end of the original contract having regard to the term of the

contract to be offered and the volatility of prices and quality in the relevant sector;

and/or

vi. no more than two previous contracts for the required services have been exempted from obtaining quotations or tendering;

and/or

vii. the performance of the existing contractor in delivering the required services under the existing contract has been monitored and assessed as satisfactory or better;

and/or

viii. the quality of the required services as provided by the existing contractor under the existing contract has been assessed as satisfactory or better;

and/or

ix. improvements in value for money in respect of contract specification or contract price or service quality have already been secured or else will be secured under the terms of the new contract for the required services.

and/or

x. the required services, where applicable, are necessarily delivered in specific accommodation and there is a significant risk that a change in contractor would result in the loss of that accommodation to the required services or service user(s) and also a significant risk that alternative accommodation will not be secured within a reasonable and practical timescale.

and/or

xi. there is a reasonable probability that obtaining quotations or tendering the required services would result in significant distress or other detriment to the welfare of the service user(s) or would reverse or undermine the attainment of successful outcomes for the service user(s).

and/or

xii. any other valid and relevant considerations which may be identified by the Responsible Officer in consultation with the Monitoring Officer as pertinent to the relevant contractor.

10.3 Exemptions from tendering on the basis of one or more of the reasons listed in CPR 10.2 may be granted in the following manner:

(a) by the Monitoring Officer, based on a written report from the Head of Service, having consulted with the Strategic Procurement Manager and the Chief Finance Officer, if the contract value is under £1,000,000;

- (b) by a Cabinet Member in whose portfolio the service falls based on a report from the Head of Service, having consulted with the Monitoring Officer, Strategic Procurement Manager and the Chief Finance Officer, if the contract value is between £1,000,001 and £2,000,000. In the event that any Exemption under consideration is deemed sensitive or high risk then the Lead Member can request on a case by case basis that the matter is escalated to Cabinet for a decision
- (c) by Cabinet if the contract value is over £2,000,001.

10.4 No exemptions may be granted:

- (a) which would result in a breach of European or domestic law;
- (b) from CPR 3 (Officers' duties), CPR 4 (Declaration of Interests); CPR 5 (Scheme of Delegation), CPR 7 (Corporate Purchasing Agreements and Joint Procurement Arrangements);
- (c) from CPR 39 requiring approval of certain contract variations.

10.5 Exemptions from the CPR's can only be granted in the following circumstances:

- (a) at the direction of the Chief Finance Officer and Monitoring Officer subject to CPR 10.2 and CPR 10.3; or
- (b) in order to meet the requirements of European Union legislation or any domestic legislation including any regulations or directives from the National Assembly for Wales.

10.6 All single Tenders resulting from Exemption from the CPR's, Exemption from tendering or CPR waivers, shall be procured and evaluated via the e-sourcing solution (where available).

10.7 Each Head of Service shall keep a copy of the approved exemptions and waivers granted in respect of their Department, detailing the nature and value of the contract, the circumstances justifying the approval and the name of the contractor awarded. A central register of the same information will also be held on the Corporate Contract Register via the e-sourcing solution (where available).

APPROVED LISTS

11. Council Approved Lists and Vetting of Contractors

11.1 Quotations and Tenders for contracts which are not subject to EU Thresholds may be invited from Contractors included on the Council's Approved Lists. **The use of Approved Lists shall be discontinued from 1 April 2016**

11.2 The use of Approved Lists will need the prior approval from the

Strategic Procurement Manager and must be sought prior to set up or adoption of an Approved List.

11.3 All Approved Lists shall be compiled and maintained by named officers via the Approved List Management module within the e-sourcing solution (where available).

11.4 The Council's Approved Lists shall include all contractors that meet the Council's pre-qualification questionnaire requirements only and must not include any commercial / pricing elements.

11.5 Council Approved Lists shall:

- (a) be compiled for any goods, services or works categories as the relevant Head of Service may require up to the contract value of the OJEU threshold as identified in Schedule 1 (Goods and Services) and £250,000 (Works). Higher contract values can only be undertaken with prior approval of the Strategic Procurement Manager
- (b) include contractor who must have expressed and submitted a written request for the inclusion on the Council Approved List and has been approved.
- (c) indicate whether the contractors listed are approved for all contracts or for only some of the specified categories, values or amounts
- (d) be publicly advertised and reviewed in full at least every three years. A public advertisement must be advertised as a minimum either on the Council's own website/National Procurement Website, or at least one local newspaper circulating in the locality or in at least one appropriate trade journal
- (e) be open to receive new expressions of interest from any contractor at any time,
- (f) be an approved list prepared by another public body providing that it has been composed in a proper manner by that body and that the Responsible Officer is satisfied that the procedure used does not conflict with the Council's procedures.

11.6 The financial standing of Contractors shall be subject to continuous financial monitoring through a third party financial vetting service (where available); alternatively a manual financial checking process will need to be put in place and undertaken by the relevant corporate Finance Manager. Whenever reasonable doubts which are based on objective grounds arise as to the financial standing or technical capabilities of a contractor on a Council Approved List, Framework Agreement or Contract, the appropriate Head of Service may, in consultation with the Strategic Procurement Manager, immediately suspend that contractor from the Approved List / Framework Agreement or Contract.

- 11.6.1 Investigations of the contractor shall commence immediately by the service and be completed as soon as possible but must be completed within 28 days. Where the investigation establishes sufficient evidence justifying removal from the Approved List / Framework Agreement the relevant Head of Service may remove the contractor following consultation with the Monitoring Officer. Where the investigation has not established grounds for removal the contractor shall be reinstated to the Approved List / Framework Agreement immediately. The Strategic Procurement Manager shall be kept informed of any decision made in respect of the contractor and shall update the e-sourcing solution immediately.
- 11.7 If a contractor consistently declines to tender when invited or consistently submits tenders which are so high as to suggest that the contractor is not genuinely competing for the contracts, the Head of Service shall seek an explanation from the contractor. Subject to the explanation given by the contractor, the Head of Service may consider whether removal from the List / Framework Agreement must be recommended. Such recommendation must be made to the Strategic Procurement Manager who will decide whether to remove the contractor from the Approved List / Framework Agreement.
- 11.8 A contractor may be removed from the List / Framework Agreement if the appropriate Head of Service considers that the contractor or its staff have breached standards of conduct that are relevant to the nature of the work performed by the contractor. Action may be taken under this paragraph even if there are no doubts about the financial standing or technical capability of the contractor. Any decision to remove a contractor from a List / Framework Agreement under this paragraph shall, following an investigation be reported to the Strategic Procurement Manager. In the event that a Contractor is removed from the List / Framework Agreement, then the Senior Leadership Team shall also be notified of the decision.
- 11.8.1 The removal of any contractors from the Proactis Approved List (where available) shall be carried out by the Strategic Procurement Manager. The removal of contractors from a manual Approved List shall be carried out by the relevant Approved List administrator.
- 11.9 In the event that is deemed that the use of a specific Framework Agreement is more beneficial than the use of an Approved List for the same category of work as per CPR 7.3, the corresponding category of work on the Approved List including the Contractors shall be removed from use. This shall be done with agreement from the Approved List Manager and the Strategic Procurement Manager.
- 11.10 Where an Approved List is deemed to be in place then the creation of a tender shortlist using a combination of Approved List contractors as well as the inclusion of non Approved List contractors shall not be allowed. In the event that the tender shortlist may include non approved

contractors then this shall be subject to a separate Pre-Qualification Questionnaire vetting exercise as part of a specific Tender.

11.11 Contractors shall be invited to tender by random selection by using the e-sourcing solution (where available), save that up to 50% of tender shortlist may also include contractors:

(a) who have carried out similar work or has worked on an earlier stage of the project for the Council in the last two years and there is evidence that they have demonstrated the required performance standards. Once there is sufficient feedback available on the Contractor performance standards via the e-sourcing solution (when available), the best performing contractors shall be identified for the relevant category of work, and shall be considered for the tender short-list; or

(b) by 100% random selection from the contractors on the relevant Approved List.

11.12 Contractors shall be selected from within the appropriate work category or, where the contract involves several categories, from the most relevant category.

11.13 In all cases, the Responsible Officer shall demonstrate on the Contract File how they compiled the tender invitation.

11.14 With respect to Contractors that are on Approved Lists, Framework Agreements or that have a Contracts in place, the financial standing (see CPR 11.6), level of Insurance cover including any policy exclusions, Accreditations, level of Prosecutions any other relevant information that may be subject to change / renewal, must be checked and verified by Approved List Owner, Contract Manager or responsible officer that uses the relevant Framework Agreement.

PROCUREMENT PLANNING

12. Contract Value and Aggregation

12.1 Before conducting any procurement exercise the Responsible Officer will estimate and record the total monetary value and expected cost of a proposed contract, including any contract extensions, incidental or ancillary costs, net of VAT, over the full duration of the contract (not the annual value). For construction contracts, the estimate must be produced by a suitably qualified officer.

12.2 Where a service or supply contract does not stipulate a total price, the contract value shall be estimated as follows:

(a) fixed term service contracts of up to 48 months: total consideration payable over the term;

- (b) service contracts, or contracts for the hire of goods, for an indefinite (or uncertain) period or for a fixed term of more than 48 months: consideration payable in respect of each month multiplied by 48.

12.3 The contract value of regular or renewable service or supply contracts shall be estimated either:

- (a) by aggregating the value of similar contracts for the same categories of services or supplies awarded by the Council over the previous financial year or 12 months, adjusted where possible for anticipated changes in quantity or value over the next 12 months; or
- (b) by taking the estimated aggregate value during the twelve months following the first supply or service performed, or during the term of the contract where this is greater than 12 months

12.4 A contract cannot be artificially divided into two or more separate contracts, nor a valuation method selected, with the intention of avoiding these CPR's. Contracts shall be packaged to ensure best service delivery, competition and value for money.

12.5 Where a purchasing requirement is subdivided into several contracts, the estimated value of each shall be aggregated to estimate the total contract value; however:

- (a) any works contract that has an estimated value of less than the small lots provision in the Table of Values; or
- (b) any service contract that has an estimated value of less than the small lots provision in the Table of Values need not be aggregated, provided that the aggregate value of all those contracts is less than 20% of the total contract value.

12.6 The Responsible Officer must be satisfied that authority exists within the Council's approved budget for such expenditure, or will exist before expenditure is committed and that he has the delegated authority to spend from such budget.

13. Pre-Tender Enquiries

13.1 Enquiries of contractors may be made before tenders are invited in order to:

- (a) establish whether goods, works or services that the Council wishes to purchase are available, and within what price range;
- (b) prepare tender documents, price estimates and contracts;
- (c) establish whether particular contractors wish to be invited to tender or quote.

13.2 In making enquiries:

- (a) no information shall be disclosed to one contractor which is not then disclosed to all those of which enquiries are made, or who are suitably invited to tender or quote;
- (b) no contractor shall be led to believe that the information they offer will necessarily lead to them being invited to tender or quote, or awarded the contract;
- (c) a written record, including notes of any meetings held, the responses and the names of all individuals present shall be kept by the Responsible Officer on the Contract File.

14. Purchasing Need and Procurement Planning Approval

14.1 The Head of Service shall, having established and identified a purchasing need, nominate a Responsible Officer to fully assess the purchasing need.

14.2 Before undertaking a procurement exercise, the Responsible Officer, shall ensure that:

- (a) All individual procurements projects over the value of £100,000 will require that a Procurement Plan checklist is completed by the Responsible Officer and sent to for approval to the Strategic Procurement Manager prior to undertaking any competitive market testing or negotiation.
- (b) With respect to procurement projects between the values of £25,000 and £100,000 a Procurement Plan checklist must still be completed and retained on contract file for inspection. Other than for Projects outlined in CPR 14.2 (c), where approval is required by the relevant Head of Service listed below, no further approval will be required.
- (c) With respect to the following specific procurement projects, additional approval to the above will be required as follows:
 - ICT procurement projects - additional approval to the above will be required from the Manager of Business Transformation & ICT or their designated Responsible Officer
 - Property and Works related procurement projects – additional approval will be required from the Property Manager – Strategic Assets or their designated Responsible Officer
 - Temporary staff Agencies (excluding Matrix) and Interim staff Agencies – additional approval will be required from Head of Human Resources & Occupational Development or their designated Responsible Officer

15. Sustainable Procurement

15.1 For all contracts exceeding £2,000,000 in value it will be mandatory to deliver a social, economic and environmental return on investment through the adoption of a community benefits approach where such benefits can be realised.

- 15.2 For all contracts below £2,000,000 in value it will be optional to deliver a social, economic and environmental return on investment through the adoption of a community benefits approach. However, even for these contracts it will be desirable to deliver relevant community benefits.
- 15.3 All contractors that will be required to deliver Community Benefits shall be required to complete the Community Benefits Toolkit as part of their contractual requirements.
- 15.4 For all contracts over £100,000 for Goods and Services the Council shall take account of social, economic and environmental issues when making procurement decisions using the sustainable risk assessment template (SRA) as part of Procurement Plan Checklist approval (CPR 14).
- 15.5 The inclusion of Sustainable Procurement requirements arising from the Sustainable Risk Assessment (SRA) under CPR 15.4 shall be at the discretion of the relevant Head of Service, having taken into considerations any financial impact of including such requirements.

QUOTATIONS AND TENDERING

16. Contracts Valued at less than £10,000 (Goods, Services & Works)

- 16.1 The Responsible Officer shall check whether a Corporate Purchasing Arrangement is in use for the particular purchasing requirement. If so, an order shall be placed under the Arrangement accordingly.
- 16.2 Where practical, competition is required for contracts with an estimated value of less than £10,000. The need to obtain written request for quotation shall be at the Head of Service's discretion although this does not alleviate the Head of Service of his responsibility in being able to demonstrate that value for money has been obtained. The Responsible Officer shall obtain, where practical, a minimum of one request for quotation, which must be sourced from an Approved List of Contractors where such a list exists or alternatively if no Approved List is in place from the general list of registered suppliers on the e-sourcing solution (where available) or by public advertisement on the National Procurement Website.
- 16.3 The Request for Quotation shall be received through the e-sourcing solution (where available) or alternatively by written submissions. In the event that only ONE Request for Quotation is sought, then it can be in received in writing on paper or through e-mail which is not locked.
- 16.4 The Request for Quotation shall include as a minimum a technical specification, pricing schedule and Terms and Conditions.
- 16.5 A Purchase Order Must be sent via the Purchase-to-Pay solution (where available) following acceptance of the Request for Quotation /

signing of the contract.

17. Contracts Valued between £10,001 and £25,000 (Goods, Services & Works)

- 17.1 The Responsible Officer shall check whether a Corporate Purchasing Arrangement is in use for the particular purchasing requirement. If so, an order shall be placed under the Arrangement accordingly.
- 17.2 The Responsible Officer shall invite as a minimum three Quotations, which must be sourced from an Approved List of Contractors where such a list exists or alternatively if no Approved List is in place from the general list of registered suppliers on the e-sourcing solution (where available) or by public advertisement on the National Procurement Website.
- 17.3 The Quotations shall be received electronically through the e-sourcing solution (where available) or alternatively through written submissions. All Quotations received shall NOT be opened until the specified closing time and date has elapsed.
- 17.4 The Request for Quotation shall include as a minimum a technical specification, pricing schedule and Terms and Conditions.
- 17.5 A Purchase Order Must be sent via the Purchase-to-Pay solution (where available) following signing of the contract.

18. Contracts Valued between £25,001 and OJEU threshold (Goods & Services)

- 18.1 The Responsible Officer shall check whether a Corporate Purchasing Arrangement is in use for the particular purchasing requirement. If so, an order shall be placed under the Arrangement accordingly.
- 18.2 The Responsible Officer shall invite as a minimum four Tenders which must be sourced as a minimum through a public advertisement via the National Procurement Website. If a Restricted Procedure is undertaken then a minimum of four contractors shall be invited to Tender (subject to suitability). Exceptions to this, shall be the use Approved Lists or the supplier directory on the e-sourcing solution (where available) by prior agreement with the Strategic Procurement Manager.
- 18.3 The Tenders shall be received through the e-sourcing solution (where available) or alternatively through written submissions. All Tenders received shall NOT be opened until the specified closing time and date has elapsed.
- 18.4 A Purchase Order Must be sent via the Purchase-to-Pay solution (where available) following signing of the contract.

19. Contracts Valued over OJEU threshold (Goods & Services)

- 19.1 The Responsible Officer shall check whether a Corporate Purchasing Arrangement is in use for the particular purchasing requirement. If so, an order shall be placed under the Arrangement accordingly.
- 19.2 The Responsible Officer shall invite as a minimum five Tenders which must be sourced as a minimum through a public advertisement via the National Procurement Website, which will also publish the same advertisement in the Office Journal of European Union (OJEU).
- 19.3 The Tenders shall be received through the e-sourcing solution (where available) or alternatively through written submissions. All Tenders received shall NOT be opened until the specified closing time and date has elapsed.
- 19.4 All Tender notices for projects above the OJEU threshold (Goods and Services) shall be administered by the Strategic Procurement Manager.
- 19.5 A Purchase Order Must be sent via the Purchase-to-Pay solution (where available) following signing of the contract.

20. Contracts Valued between £25,001 and £250,000 (Works)

- 20.1 The Responsible Officer shall check whether a Corporate Purchasing Arrangement is in use for the particular purchasing requirement. If so, an order shall be placed under the Arrangement accordingly.
- 20.2 The Responsible Officer shall invite as a minimum four Tenders, which must be sourced from an Approved List of Contractors where such a list exists or alternatively if no Approved List is in place then from the general list of registered suppliers on the e-sourcing solution (where available) or by public advertisement on the National Procurement Website. If a Restricted Procedure is undertaken then a minimum of four contractors shall be invited to Tender (subject to suitability).
- 20.3 The Tenders shall be received through the e-sourcing solution (where available) or alternatively through written submissions. All Tenders received shall NOT be opened until the specified closing time and date has elapsed.
- 20.4 A Purchase Order Must be sent via the Purchase-to-Pay solution (where available) following signing of the contract.

21. Contracts Valued over £250,001 (Works)

- 21.1 The Responsible Officer shall check whether a Corporate Purchasing Arrangement is in use for the particular purchasing requirement. If so, an order shall be placed under the Arrangement accordingly.

- 21.2 The Responsible Officer shall invite as a minimum five Tenders which must be sourced as a minimum through a public advertisement via the National Procurement Website. With respect to contracts above the OJEU threshold the same advertisement shall be published in the Office Journal of European Union (OJEU). Exceptions to public advertisement shall be the use of Approved Lists or the supplier directory on the e-sourcing solution (where available) only following approval from the Strategic Procurement Manager for contracts below the OJEU threshold (Works) only.
- 21.3 The Tenders shall be received through the e-sourcing solution (where available) or alternatively through written submissions. All Tenders received shall NOT be opened until the specified closing time and date has elapsed.
- 21.4 All Tender notices for projects above the OJEU threshold (Works) shall be administered by the Strategic Procurement Manager.
- 21.5 A Purchase Order Must be sent via the Purchase-to-Pay solution (where available) following signing of the contract.

22. Timescales for receiving requests for Requests for Quotes and Tenders

- 22.1 For all Tenders below the OJEU threshold for Goods, Services and Works there is NO prescribed timescale duration for receipt of documentation e.g. Pre Qualification Questionnaire and / or Tender documentation, since all projects need to be assessed based on its own complexity and to allow sufficient timescales for contractors to provide suitable bids.
- 22.2 For all Tenders (Goods, Services and Works) above the OJEU threshold the timescales for various procedures **MUST** follow the process chart located in the Procurement Pages of the Intranet.

23. Request for Quotes and/or Invitation to Tender Documentation

- 23.1 The Invitation to Tender documentation (including Pre Qualification Questionnaire, Invitation to Tender and Award Letters) and all other procurement documentation used shall be in compliance with the corporate standard documentation as approved or amended from time to time by the Strategic Procurement Manager.

24. Tender Specifications

- 24.1 The Responsible Officer shall ensure the tender specifies the quality, performance, safety and other characteristics required of the works, services, or supplies. Specifications may include requirements relating to methods of construction, design and costing, tests, testing methods, inspection and acceptance, quality assurance, packaging, marking and

labelling.

- 24.2 Technical specifications shall be defined by reference to relevant European specifications or, where they do not exist, in the following order: to British technical specifications, British standards implementing international standards, other British standards and technical approvals or any other standards. Where an appropriate standard is current at the date of tender, all works services and supplies shall be at least of equal quality.
- 24.3 Specifications shall not refer to supplies of a particular make or source unless:
- (a) it is justified by the tender requirement; or
 - (b) the tender requirement cannot otherwise be described precisely and intelligibly, provided references are accompanied by the words 'or equivalent'

25. Tender Opening

- 25.1 All Quotations under £10,000 where there is only ONE quote invited can be opened upon receipt of the single quotation. The bid shall be accessed via the e-sourcing solution (where available) or alternatively by paper bid.
- 25.2 All Quotations under £25,000 (with exception to single quotes <£10,000 see CPR 25.1) shall be opened at the same time and place after the closing time for receipt as stated in the documents or as early as reasonably practical thereafter. The tender opening shall take place as a minimum 24 hours after the closing time if using the e-sourcing solution (where available). This shall be done in the presence of at least two officers of the Council designated for the purpose by the Head of Service concerned. At least one of the Officers present must be independent of the project and not had involvement in document preparation or be involved in the evaluation of Tenders received. The bids shall be accessed via the e-sourcing solution (where available) or alternatively by paper bids.
- 25.3.1 All Tenders undertaken on the e-sourcing solution that are above £25,000 shall be opened at the same time and place after the closing time for receipt as stated in the documents or as early as reasonably practical thereafter. The tender opening shall take place as a minimum 24 hours after the closing time. This shall be done in the presence of at least two officers of the Council designated for the purpose by the Head of Service concerned. At least one of the Officers present must be independent of the project and not had involvement in document preparation or be involved in the evaluation of Tenders received. The bids shall be accessed via the e-sourcing solution (where available) or alternatively by paper bids. A Cabinet member shall always be invited to attend the tender opening and be given reasonable notice of the

arrangement. It is that Cabinet Members discretion as to whether they attend. The Tender opening will be arranged by the Head of Service.

25.3.2 Where Tenders are undertaken using paper documents and the value is above £100,000 then the opening shall be undertaken in the presence of two or more officers of the Council designated for the purpose by the Monitoring Officer and the Head of Service concerned. A Cabinet member shall always be invited to attend the tender opening and be given reasonable notice of the arrangement. It is that Cabinet Members discretion as to whether they attend. The Tender opening will be arranged by the Head of Service. This facility will only remain in place until the e-sourcing solution is made available to all Services.

25.4 Every Invitation to Tender shall state that a Bid will only be considered if it is received by a specified time and date via the E-sourcing solution (where available) or with respect to paper tenders in a sealed plain envelope with the word "Tender" and the name of the contract written on it. If the envelope bears any distinguishing matter or mark intended to indicate the identity of the sender, the Bid may be deemed invalid.

25.5 All Tenders shall be submitted via the e-sourcing solution (where available) or by paper. All paper Tenders shall be delivered to the named Responsible Officer who shall be responsible for the safe custody of Tenders until such time as they are officially opened.

25.6 On receipt, all bids received (electronically or paper based) shall be endorsed with the time and date of receipt and kept secure by the Responsible Officer until the time specified for Tender opening.

25.7 If a paper based Tender is opened in error, no attempt shall be made to ascertain any contents of the bid or its origin and the matter shall be reported to the appropriate Head of Service. The envelope shall be resealed immediately and signed by the designated Responsible Officer who opened the envelope and the Head of Service. If the Head of Service has reason to suspect a breach of confidentiality or irregularity has occurred, the Head of Service shall consider arranging for re-Invitation to Tender and report without delay to Internal Audit.

25.8 The designated persons present at the Tender opening shall record the following details of each tender:

- (a) the last date and time for the receipt of bids;
- (b) the name of each Bidder and the amount of each bid;
- (c) the date the Tenders were opened;
- (d) if using the e-sourcing solution a print out of the tender opening form shall be obtained

And the record shall be signed by all designated persons present at the Tender opening.

26. Late Tenders received

- 26.1 Any bid received after the specified time shall be endorsed with the time and date of receipt.
- 26.2 If all other bids have been opened, the late bid shall not be considered for evaluation and shall be opened only to ascertain the name of the contractor. No other details of the Bid shall be disclosed. The Responsible Officer shall arrange for the bid to be returned (if paper based) to the Contractor immediately. A notification letter explaining why the bid has not been considered shall be sent to the Contractor.
- 26.3 The late bid shall be considered, providing that the other bids have not been opened and that the Monitoring Officer is satisfied:
- (a) that there is evidence that the late bid was posted / submitted in time for delivery by the due date in the normal course of postal service/ internet service or
 - (b) that exceptional circumstances surround the submission of the late bid, including but not limited to technical difficulties accessing the e-sourcing solution.
- 26.4 Any decision made under CPR 26.3 is to be recorded on the Contract File signed by the Monitoring Officer and a copy of the decision is to be forwarded to the Strategic Procurement Manager.

27. Tender Evaluation and Alterations

- 27.1 All Tenders above £100,000 (Goods, Services and Works) shall be evaluated and awarded on the basis of MEAT (Most Economically Advantageous Tender) only, which shall include a combination of Price and Quality criteria, unless a deviation to this requirement has been approved by the Strategic Procurement Manager through the Procurement Checklist process. (See CPR 27.3)
- 27.2 Lowest price evaluation may only be used as an option for contracts below £100,000, however it is recommended that for contracts below £100,000 that they are evaluated and awarded on a price/quality basis.
- 27.3 Where a contract is to be awarded on the basis of Most Economically Advantageous Tender (MEAT), the Bids shall be evaluated by an Evaluation Team consisting of a minimum of TWO Responsible Officers, in accordance with the criteria stated in the Tender Evaluation documents. With respect to OJEU Tenders, the Collaborative Procurement Service (CPS) staff shall be notified of the evaluation process by the Evaluation Team and the CPS staff shall be consulted following the tender evaluation process, and prior to any tender award approval of any contract in order to ensure robustness of process.

- 27.4 Any particular scoring or weighting attributable to any criteria or sub criteria must be clearly stated in the Invitation to Tender documentation. In addition, the criteria shall be strictly observed (and remain unchanged) at all times throughout the evaluation stage. It must be noted that prior disclosure of and adherence to award criteria and weightings is a fundamental requirement of the core principle of transparency. The core procurement principles (transparency, equal treatment, non-discrimination) apply even to sub-OJEU threshold procurements.
- 27.5 As a general rule no adjustment or qualification to any bid is permitted. Errors found during the examination of bids shall be dealt with in one of the following ways:-
- 27.6 Where there is an error of clerical or arithmetical transcription or computation manifest upon the face of the document which would affect the tender figure in an otherwise successful tender, the tenderer shall be given details of such errors in writing and shall be allowed the opportunity of correcting those errors and confirming the correct details.
- 27.7 Where examination of Tenders reveals other errors or omissions not stated in CPR 27.6 which would affect the Tender figure or submission, the Tenderer shall be given details of such errors and an opportunity of confirming or withdrawing its Tender.
- 27.8 In relation to Contracts, The Relevant Responsible Officer shall be responsible for scrutinising the forms of Tender in order to identify any errors or other discrepancy affecting the validity of the Tender. Where Tender amounts are compiled from a detailed Bill of Quantities, Schedule of Rates or Pricing Schedule the Responsible Officer shall also scrutinise the priced documents supporting the lowest Tender received and any others he considers appropriate. Where scrutiny reveals a discrepancy between a Tender amount and a priced Bill of Quantities, Schedule of rates or Pricing Schedule the Responsible Officer shall notify the Tenderer who shall be offered the option of either correcting the Tender amount, the rates entered in the documents remaining unaltered or withdrawing the Tender. If it is in the best interests of the Authority, the Tenderer may be given the opportunity to correct the Tender. Where a standard form of contract is being used, errors in the contract will be dealt with in accordance with the rule applicable to that form of contract.
- 27.9 With relation to Works Contracts, if the contractor withdraws, or the corrected bid is no longer the highest ranking bid, the bid from the next highest ranking contractor in competitive order will be called in to be examined in more detail.

28. Post Tender Negotiations and Tender Bid Clarifications

- 28.1 Where the procurement is conducted pursuant to the Public Contracts

Regulations 2006 through either the open, restricted or competitive dialogue procedures, no post-tender negotiations are permitted. The responsible officer may seek clarification from tenderers where appropriate in consultation with the Strategic Procurement Manager. Negotiations on price are never permissible except where the negotiated procedure or electronic auctions are used. The negotiated procedure must only be used in those exceptional cases where it is lawful to do so under the Public Contracts Regulations 2006 (Regulation 14).

- 28.2 Where Sub OJEU contracts are conducted within these CPRs (i.e. they are below the relevant OJEU thresholds) the Strategic Procurement Manager may authorise negotiations if he/she considers that it is in the Council's interest to do so. Such negotiations must be undertaken by TWO responsible officers and must not distort competition, and it must be remembered that the core principles of transparency, non-discrimination and equal treatment apply to below-threshold contracts, therefore negotiations must be kept to a minimum. Negotiations must stay strictly within the boundaries authorised by the Strategic Procurement Manager and a written record must be kept of all negotiations and the final outcome.
- 28.3 At all times during the procurement process the Council shall ensure that all contractors are treated equally and in a non-discriminatory and transparent manner.
- 28.4 The Responsible Officer may negotiate a revised bid in the manner set out in CPR 28.2, provided the specification and terms of the contract remain substantially unaltered:
- (a) where tendering produced no tenders or inappropriate tenders, for example where the tender figure in an otherwise successful tender exceeds approved or budgeted expenditure, or where the sum has changed since tenders were invited; or
 - (b) where tendering was discontinued because of irregular bids, for example because contractors failed to meet the requirements specified in the bidding documents or offer variations on them, or the works, supplies or goods fail to meet the technical specification.
- 28.5 The Responsible Officer shall invite all contractors to amend their bids, in writing, in such matters (e.g. unit price, delivery, discounts or by removing elements of the old bill of quantities) as the Responsible Officer specifies. All negotiations shall be conducted by at least two officers of different disciplines, one of whom is not involved in the contract award. The Responsible Officer shall keep a written record of all negotiations, including notes of all meetings and the names of all individuals present.

28.6 Where post-tender negotiation results in a fundamental change to the specification or contract terms, then advice must be sought from the Strategic Procurement Manager or Monitoring Officer, since the contract must not be awarded but re-tendered.

29. Request for Quotations / Tender Award Approvals

29.1 No contract may be awarded unless the expenditure involved has been included in approved estimates or on capital or revenue accounts, or has been otherwise approved by, or on behalf, of the Council. The Responsible Officer shall ensure that evidence of authority to spend and the budget code to be used is recorded on the Contract File.

29.2 When awarding contracts, framework agreements or mini competitions based on MEAT (Most Economically Advantageous Tender) (based on price and quality criteria); Award approvals must be undertaken in the following manner:

(a) by the Head of Service having consulted with Chief Finance Officer, Monitoring Officer and Strategic Procurement Manager if the contract value is up to £1,000,000

(b) by the Cabinet Member in whose portfolio the services falls based on a report from the Head of Service, if the contract value is between £1,000,001 and £2,000,000. (2 million)

(c) following a report made to Cabinet if the contract value is over £2,000,001. (2 million)

29.3 When awarding contracts, framework agreements or mini competitions based on lowest price only; Award approvals must be made to the Contractor submitting the lowest price, unless the quote or tender is deemed to be an abnormally low bid which cannot be justified by the bidder to be sustainable in order to deliver the contract. Contracts will be awarded to the tender which offers the lowest price in the following manner:

(a) by the Head of Service providing it does not exceed £1,000,000;

(b) by the Cabinet Member in whose portfolio the services falls based on a report from the Head of Service, if the contract value is between £1,000,001 and £2,000,000. (2 million)

(c) following a report made to Cabinet if the contract value is over £2,000,001. (2 million)

29.4 The Responsible Officer shall following obtaining approval for Tender Award and having received no legal challenges during the "Standstill" period, ensure all Contracts are in writing as per CPR 33 and that a

Purchase Order is entered on to the Purchase-to-Pay solution (where available), once the contract has been signed.

- 29.5 The Responsible Officer shall record all contracts awarded by their Department, on a Corporate Contract Register via the E-sourcing solution (where available).
- 29.6 The Responsible Officer shall send a Contract Award Notice to the OJEU within 48 days of the award with respect to an above OJEU contract and shall publish a Contract Award Note to be published on the National Procurement Website for any other contracts below the OJEU threshold. The requirement to publish a contract award notice also applies to “Part B” services contracts (such as health and social care, and legal services) where the value exceeds the relevant OJEU threshold.
- 29.7 If a contract is to be awarded to a department of the Council, a record of the contract must be published in the Corporate Contract Register on the e-sourcing solution (where available) and a Service Level Agreement must be signed between the relevant Head of Services.

30. Notification of Tender Award and De-briefing requests

- 30.1 Prior to awarding any contract following a report to Lead Member or Cabinet, the Responsible Officer should note the Council’s 5 day Call-In procedure to be implemented before Contract Award notifications are made to contractors. Guidance is available on the Council’s Intranet site.
- 30.2 ‘Standstill’ letters to be issued as part of the OJEU tender process under the Public Contracts Regulations 2006 or optionally as part of any Sub-OJEU tender process must not be issued prior to confirmation of tender award (CPR 29).
- 30.3 There must be a mandatory standstill period between communicating the award decision to all tenders and conclusion of the contract with respect to OJEU tenders. This standstill period shall be 10 calendar days if sent electronically or 15 days for notices sent by other methods. Where the last day of the standstill period is not a working day, the standstill period is extended to midnight at the end of the next working day.
- 30.4 With respect to tender awards involving mini competition’s undertaken within a Framework Agreement or tender awards with respect to Sub-OJEU tenders, it is still advisable to include a Standstill period as per CPR 30.1, CPR 30.2 and CPR 30.3, in particular where there is a risk of challenge such voluntary standstill should be considered by the Responsible Officer.
- 30.5 The Notification letters which are sent to any Contractor who was successful and unsuccessful at either Pre Qualification or Tender Award stage shall be sent promptly once the decision has been made at either selection or award stage. The Contractor shall be informed of the

reasons for being unsuccessful and shall also be informed of the characteristics and relative advantages of the successful contractor as well as the name of contractor awarded the contract. For tender procedures that are below the OJEU thresholds the Responsible Officer shall, within 15 days of receipt of a request in writing from any contractor who was unsuccessful, inform them of the reasons why they were unsuccessful and, if an admissible tender was submitted, the characteristics and relative advantages of the successful tender as well as the name of the contractor awarded the contract (subject to certain exceptions e.g. commercial confidentiality)

31. Letters of Intent

31.1 Letters of Intent must only be used in exceptional circumstances after prior approval in writing has been obtained from the Monitoring Officer and shall only be used in exceptional circumstances as follows:

- (a) where the contractor is required to provide services goods or works prior to formal written acceptance by the Council; or
- (b) where all the contractual terms and conditions have been agreed and there would be an unacceptable delay in waiting for the contractual documentation to be completed.

32. Non-concluded Terms and Conditions of Contract

32.1 The council must always ensure that terms and conditions are fully agreed, by including them in the bidding documents and requiring contractors to accept them as part of the bidding process.

32.2 Where the Terms and Conditions of contract are not fully agreed, no contractor shall be allowed to commence delivery of goods, works or services until all Terms and Conditions have been agreed and signature or written agreement of both parties obtained.

32.3 The Council must in no circumstances contemplate entering into a contract on the contractor's own standard terms and conditions, or negotiate terms which are significantly different to those included or referred to at tender stage, without the prior approval of the Monitoring Officer and subject to CPR 28.

FORM OF CONTRACT

33. Contracts in Writing

33.1 The following contracts shall be in writing and executed under seal:

- (a) if the Council wishes to enforce the contract for more than six years after its end;

- (b) where the price paid or received under contract is a nominal price or there is no consideration and does not reflect the value of the works goods or services;
- (c) where there is any doubt about the authority of the person signing for the other contracting party;
- (d) where it is required by law; or
- (e) where the total value of the Contract exceeds £250,000.
- (f) where the appropriate national form of contract used is drafted as a 'deed'.

The seal must not be affixed without the authority of Cabinet, Cabinet Member or Head of Service acting under delegated powers. The sealing of documents is facilitated through Legal Services who shall arrange the signing and sealing with the Council Chairman and a second authorised signatory.

- 33.2 All contracts, whether made via a Purchase Order number, 'under seal' or 'under hand' (ie not sealed but still signed), will require an official Purchase Order to be created on the Purchase-to-Pay solution (where available).
- 33.3 All contracts up to £250,000 and made 'under hand', shall be in writing on the Council's general standard terms and conditions of business as available on the Council website and procurement pages of the intranet, subject to CPR 33.4 & 33.5, and signed by one authorised signatory. Approval in respect of the use of alternative terms and conditions shall be approved by the Monitoring Officer during the procurement planning stage.
- 33.4 Where there is an appropriate national standard form of contract, that standard form shall be used, subject to any amendments as may be agreed with the Monitoring Officer in consultation with relevant Head of Service.
- 33.5 Where bespoke terms and conditions are likely to be required for a particular project or scheme, based on its complexity, value, importance or risk level; then the Responsible Officer shall contact Legal Services at the procurement planning stages (CPR 12 to 15), to seek advice; give consideration to Legal Services sitting on the any project team or board at this early stage; and take into consideration the professional judgement of procurement and legal officers on the appropriateness of any bespoke terms that should be incorporated.
- 33.6 Emergency contracts awarded under CPR 10.2(d) need not be in writing before commencement but must be confirmed in writing as soon as possible.
- 33.7 All contracts, whether electronic copies or manual, (save for those which are sealed), shall be retained by the relevant Service for a minimum of 6 years from the expiry date of the contract. Sealed

contracts shall be retained in the Council's Deed Store by Legal Services, usually for a period of 12 years from the date of expiry of the contract.

- 33.8 The Responsible Officer shall ensure that all contracts signed 'under hand' are scanned and saved in the e-sourcing solution (where available).
- 33.9 Commencement of any contract shall not take place until the written contract is finalised except in cases of emergency or in accordance with rule 31, following which the written contract shall be finalised as soon as practicable.

34. Surety/Securities

- 34.1 The Responsible Officer shall undertake a risk assessment for all contracts (whether works or goods or services), over £100,000, to determine whether a form of surety is to be required as part of the contract terms and conditions. The nature of the surety, whether in the form of a bond, parent company guarantee or vesting certificate or otherwise, will be dictated by the outcome of the risk assessment and the form shall be approved by the Monitoring Officer.

35. Remedies for breach of contract and Service Level Agreements

- 35.1 The Responsible Officer shall ensure that the agreed remedies for breaches of the contract are incorporated into the terms and conditions as advertised. The type specified will depend on the nature of the contract and may be in the form of liquidated damages or service credits (payment or repayment of price) if the supplier does not meet service levels.
- 35.2 The level of remedy shall be a genuine and reasonable pre-estimate of anticipated loss based on the facts at the time the contract is made.
- 35.3 Advice shall be sought from the Monitoring Officer, on the main elements of any Service Level Agreement that forms part of the main contract. This should reflect the Service's explicit business objectives, describes service deliverables, sets performance standards, sets reporting and remedial mechanisms, compensation events and any other agreed remedies.
- 35.4 Advice shall be obtained from the Monitoring Officer before agreeing any exclusive remedies under the main contract or any Service Level Agreement.

OPERATION OF CONTRACT

36. Contract Management

- 36.1 All contracts must have a named contract manager for the entirety of the contract.
- 36.2 All contracts which are strategically critical and / or high risk and / or high value and / or high profile as determined by the relevant Head of Service within their own service area, are to be subject to a minimum monthly formal contract review with the contractor. Monthly reviews (or as determined by the provision in the contract whichever is the shorter) shall be undertaken by the named contract manager and any contractual issues reported to the relevant Head of Service / Project Sponsor.
- 36.3 All contract management activities shall be undertaken via the e-sourcing solution (where available).

37. Contract Performance

- 37.1 All Contractors shall be subjected to contract performance reviews, which shall be undertaken via the e-sourcing solution (where available) through feedback received from external and internal stakeholders. If practical, a performance review shall be undertaken at the end of each completed contract / job. This shall include a requirement to record good and bad performance including complaints, issues and defects arising under a contract and to monitor the aggregation of contractor defaults including performance issues.
- 37.2 Incidents of poor performance shall first be raised with the contractor in writing, or at a meeting where notes are made and sent to the contractor. In cases of particularly poor performance, or persistent poor performance, the Responsible Officer shall consider whether to recommend suspension or exclusion from the Council's Approved List or Framework Agreement (CPR 11) or to terminate early the contract as per CPR 38.
- 37.3 A customer satisfaction form will be devised and issued on a random and periodic basis to contractors in order for them to express their views and opinions on the operation of the approved list, framework agreement or contract.

38. Termination of Contract

- 38.1 Contracts of less than £250,000 may be terminated early by the relevant Head of Service / Director in consultation with the Monitoring Officer based on a written report by the Head of Service / Director.
- 38.2 Contracts with a value above £250,001 may be terminated early only by the Monitoring Officer in consultation with the Chief Finance Officer,

Strategic Procurement Manager and Portfolio Lead Member based on a written report by the Head of Service / Director.

38.3 Any contracts that are terminated early must be recorded against the contract entry on the Corporate Contract Register.

39. Contract Variations and Contract Extensions

- 39.1 No variation or extension may be made to the Contract if the proposed variation would:
- (a) extend the Contract period by more than 50% or more than three calendar months, whichever is the greater; or
 - (b) add more than 20% to the agreed Contract sum; or
 - (c) mean the works, services or goods to be added to or deleted from the original Contract are substantially different in scope: or
 - (d) be in breach of EU Regulations.

UNLESS IT HAS BEEN APPROVED BY:

- 1) By the relevant Head of Service / Director if the Contract value is under £250,000 (including the aggregated value of variations) based on a written report by the Responsible Officer providing that the variation costs can be met within the budget;
 - 2) By the Monitoring Officer, in consultation with the Chief Finance Officer based on a written report from the Head of Service / Director, if the Contract value is between £250,001 and £1,000,000 (including the aggregated value of variations), providing that the variation costs can be met within budget;
 - 3) by the Monitoring Officer and Chief Finance Officer, based on a written report from the Head of Service having consulted with the Strategic Procurement Manager, Other Statutory Officer(s) and Cabinet Member if the contract value is over £1,000,001 (including aggregated value of variations), providing the variation costs can be met within budget.
- 39.2 The value of a variation or extension shall be calculated by taking the aggregate value of all variations or extensions made to the Contract. No variation, which adds to the cost of the Contract, shall be made until funding has been identified by the relevant Head of Service / Director.
- 39.3 Subject to CPR 39.1 and the provisions of the Contract, every other variation or extension shall, unless otherwise deemed appropriate, be authorised in writing by the relevant Head of Service / Director or the Responsible Officer as delegated by the Head of Service / Director, providing that the variation costs can be met within budget.
- 39.4 CPR 39.1 shall not apply in cases of emergency or where the cost of

Contract delay would exceed the variation/extension costs. In such cases, the variation or extension may be approved by the appropriate Head of Service / Director providing that the same is reported as soon as practicable under the applicable thresholds as in CPR 39.1 to report on the impact of a variation order on a Contract, including budget implications.

- 39.5 For the avoidance of doubt, no variation may be made to a contract if the proposed variation would mean the works, services or goods to be added to the original contract are substantially different in scope or type to those contemplated by the original procurement exercise.
- 39.6 As soon as it becomes known or apparent that the total cost of a scheme including variations will or is likely to exceed the contract sum by more than 5%, the contract manager must inform the Chief Finance Officer or delegated Corporate Finance Manager immediately for financial monitoring purposes who may then inform the responsible officer of any further financial requirements to be complied with.
- 39.7 Contract variations which change any significant term of the contract (particularly as to price, quality or balance of risk) have the potential to amount to a new contract variations must therefore only be considered where:
- (a) The proposed variation is within the scope of the original tender (including any possible extensions or options which were included in the contract notice/advertisement or tender documents);
 - (b) The proposed variation does not significantly exceed the value of the original tender (including any possible extensions or options which were included in the contract notice/advertisement or tender documents);
 - (c) Variations of the type proposed were contemplated at the time the original procurement exercise was carried out; or
 - (d) The variation is permitted under the terms and conditions of the contract (provided that those terms and conditions were known to tenderers at the time of the original tender).
- 39.8 However, variations which alter the balance of risk in favour of the Council may in certain circumstances be judged not to be anti-competitive and thus may be permissible. Permission of the Monitoring Officer must always be sought to determine if the variation is deemed significant.
- 39.9 The decision to extend the contract period (term) may only be made before the original expiry date, where it is in accordance with the terms and conditions of the original contract.
- 39.10 Where the terms of the contract and or original procurement exercise do not expressly provide for extension then such contract may only be extended in exceptional circumstances, where legislation permits and value for money issues have been addressed. Such decision shall be

made by the relevant Responsible Officer in consultation with the Strategic Procurement Manager and Monitoring Officer.

39.11 Contract variations shall be entered on the e-sourcing solution (where available) and an amendment shall be made to the original Purchase Order via the Purchase-to-Pay solution (where available).

40. Contract Payments

40.1 The relevant Head of Service shall notify the Chief Finance Officer the contract value as soon as possible after any formal contract has been entered into by either ensuring a Purchase Order is submitted on the purchase-to-pay solution (where available) or by written notification, and shall make available the contract documents and accepted tenders to the Internal Audit Manager for inspection as and when required.

40.2 Where contracts provide for payment to be made by instalments, the relevant Head of Service shall arrange for the keeping of a Contract Register to show the state of account on each Contract between the Council and the Contractor in respect of all Contracts.

40.3 Payments to contractors on account of contracts shall be made only on a certificate issued by the relevant Head of Service / Director (or private consultant whenever engaged by the Council) as appropriate, or by an officer nominated by him. The names of officers authorised to approve such records shall be sent to the Chief Finance Officer by each Head of Service, together with specimen signatures (if applicable), and shall be amended on the occasion of any change.

40.4 The Internal Audit Manager shall, to the extent he considers necessary, examine final accounts for contracts and he shall be entitled to make all such enquiries and receive such information and explanations as he may require, in order to satisfy himself as to the accuracy of the accounts.

40.5 The Chief Finance Officer may at his discretion set off any sums due from a contractor to the Council against any sums due from the Council to the contractor.

40.6 Claims from contractors in respect of matters not clearly within the terms of any existing contract shall be referred to the Monitoring Officer and Chief Finance Officer before a settlement is reached.

40.7 Where completion of a contract is delayed beyond the original contract period or extended contract period within the terms of the contract, it shall be the duty of the relevant Head of Service / Director, in consultation with the Chief Finance Officer and Monitoring Officer, to consider what appropriate action, if any, must be taken in respect of a claim for liquidated damages by the Council under the contract.

40.8 The Responsible Officer approving invoices should be different to the Responsible Officer engaging the contractor to ensure proper segregation of duties

41. Assignments and Novation

41.1 When any request for Assignment or Novation of any contract is made it must be referred to the Monitoring Officer at the earliest possible instance.

42. Nominating Products/Contractors/Suppliers

42.1 The core procurement principles of transparency, non-discrimination and equal treatment are undermined by the nomination of products and suppliers.

42.2 Councils must first of all seek to specify goods and services by reference to objective, non-product specific descriptions. Equivalent goods or services are nearly always capable of being specified. If this is not possible for genuine technical reasons, and a particular type of product or service or method of production or delivery has to be stated, then the words “or equivalent” must always be added.

42.3 It is permissible to provide potential main or principal contractors with lists of council-approved suppliers or sub-contractors provided that it is made clear to the main/principal contractors that they are completely free to sub-contract to whoever they wish subject to the Council’s right to consent which shall not be withheld unreasonably subject to meeting the council’s reasonable requirements, such as technical standards, financial standing or insurance levels.

43. Land Contracts

43.1 All land transactions must comply with Section 120 -123 of the Local Government Act 1972.

43.2 Any Land Contracts which are deemed to be Development Agreements, where:

- the Council requires or specifies works to be undertaken by the Developer
- the Developer enters into an enforceable written obligation (under a development agreement to carry out the work and
- there is some pecuniary interest –which need not necessarily be a cash payment- in carry out the work

The appointment of a Developer may be subject to the Public Contracts Regulations 2006 and CPR 19 & 21 of these Rules. Any Land Contracts which involve Development Agreements shall be notified to the Monitoring Officer and advice sought.

44. Use of Consultants

- 44.1 The engagement of consultants must be approved, in the first instance, by the Relevant Head of Service / Director and such approval shall be recorded on a Corporate Register of Consultants that may be in place centrally.
- 44.2 When calculating the estimated value of the contract due consideration must be given to any follow on work that may result from the original contract. Where it is proposed that consultants are engaged by the Council, the Relevant Head of Service shall ensure that:-
- (a) there is a clear identification of need. In particular, the availability of in-house resources must be considered before seeking to engage external consultants;
 - (b) a budget has been agreed;
 - (c) a project brief has been prepared;
 - (d) Tenders have been invited in accordance with these CPRs, including any in-house bids unless CPR 10 applies;
 - (e) comprehensive criteria, against which proposals will be evaluated, are set
 - (f) the selection decision is clearly documented;
 - (g) a formal agreement or detailed letter of engagement is prepared and signed;
 - (h) fee payments and progress are monitored;
 - (i) a detailed Contract File is maintained;
 - (j) performance is reviewed and adequate management monitoring and reporting is in place, including implementation of any recommendations made by consultants.
 - (k) there is a clear requirement for knowledge and skills transfer from the consultant to in-house staff
- 44.3 Consultants shall be required to provide evidence of and maintain professional indemnity policies to the satisfaction of the Relevant Head of Service for the periods specified in the respective agreement. The sum insured shall be not less than £1 million but Head of Service may require a greater or lesser sum in appropriate cases further to consultation with the Monitoring Officer. The excess for any one claim shall be no less than £50,000 except with the approval of the Chief Finance Officer
- 44.4 For the engagement of technical external staff as architects, surveyors, engineers and lawyers, the Relevant Head of Service shall annually review the level of use of such external staff
- 44.5 Where consultants or technical external staff as architects, surveyors, engineers or lawyers are appointed to be responsible for supervision of a contract on behalf of the Council, it shall be a condition of appointment that they shall comply with these Rules and Financial Procedure Rules, in relation to that contract, as if they were an Officer of the Council and that, on completion of the contract, they shall submit

all relevant records to the Relevant Head of Service.

45. Retention of Contract Files

45.1 The Contract File prepared for all contracts over £10,000 must be kept for six years from the end of the contract term unless the contract was executed under seal, in which case the contract must be kept for twelve years from the end of the contract term. With respect contracts funded by Wales European Funding Office grants, the Contract Files shall be kept for twenty years from the end of the contract term.

45.2 Documents relating to unsuccessful tenderers may be micro filed or electronically scanned or stored by some other suitable method after 12 months from award of contract, provided there is no dispute about the award.

46. Review and Amendment of the CPR's

46.1 The Strategic Procurement Manager in conjunction with the Monitoring Officer shall continually review Contract Procedure Rules and shall undertake a formal review every three years.

Schedule 1

Table of Values

The relevant EU Thresholds for the period between 1st January 2014 and 31st December 2015 are as follows:

Contract provisions

Works	SDR € 5,186,000	£4,322,012
Supplies and Services	SDR € 207,000	£ 172,514

Small lots provisions

Works	€1,000,000	£833,400
Services	€ 80,000	£ 66,672

Prior Information Notices

Thresholds

Works	€ 5,186,000	£4,322,012
Supplies and Services	€ 750,000	£ 625,050

The EU Thresholds are published in the “C” series of the Official Journal of the European Union in the November preceding the 1st January revision.

Any queries regarding the thresholds must be referred to the Council's Collaborative Procurement Service.

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Summary of key amendments / changes between the new CPR's and the current CPR's

Contract Procedure Rules clause	CPR section	Rationale / Comments	Status
2.8	Compliance with CPR's & Legislation	Recognise that schools will have their own version of the CPR's, which shall be based on these CPR's	Addition
6.1 & 6.2 & 6.3	Electronic Procurement Solutions	To ensure that all procurement activities are undertaken on the Proactis e-procurement solutions, once the service areas have had all modules implemented. The use of any other e-procurement solution cannot be used without prior approval from the Strategic Procurement Manager	Addition
7.1 & 7.2	Corporate Purchasing Agreements and Joint Procurement Arrangements	Cabinet approval required to join membership of official purchasing consortiums. Joint procurement arrangements (excluding framework agreements) with other public sector organisations to require prior approval from either Chief Officer or Cabinet subject to contract values	Amendment
7.3	Corporate Purchasing Agreements and Joint Procurement Arrangements	Use of Corporate Purchasing Agreements as approved by the Strategic Procurement Manager to be mandatory unless justification not to use them can be made, which shall require SPM agreement	
10.2 (n)	Exemption from Tendering Requirement	Exemption from Tendering has been extended to cover provision for existing social care contracts that are due to be re-tendered. This will allow for a justification to be made provided a number of the criteria can be demonstrated in order to defend a Judicial Review challenge.	Amendment

10.3	Exemption from Tendering Requirement	Tender Exemptions can only be approved by Chief Finance Officer or Monitoring Officer depending on contract values up to £1m. The approval of the Lead Cabinet Member for tender exemptions between £1m and £2m has been added. Cabinet approval is now required for exemptions from tendering that exceed £2m. This change will streamline a burdensome process e.g. cabinet report based on a technical judgement. However, in the event that any Exemption under consideration is deemed sensitive or high risk then the Lead Member can request on a case by case basis that the matter is escalated to Cabinet for a decision.	Amendment
10.6	Exemption from Tendering Requirement	Contracts deriving from single Tender actions, still need to be procured and evaluated on the e-sourcing solution.	Addition
11.0 (Various)	Council Approved Lists	<p>Use of approved lists shall be restricted to contracts up to £25,000 (Goods & Services) and £250,000 (Works). There is a requirement from the Welsh Procurement Policy from Welsh Government that all procurements above £25,000 to be subject to public advertisement. The use of Approved Lists will require approval of the Strategic Procurement Manager. Tender lists created from Approved Lists shall be created by a combination of random selection as well as from existing contractors who have performed to satisfactory standards.</p> <p>Various changes have been incorporated in order to implement a number of Internal Audit Recommendations arising from the Approved List Management Audit.</p> <p>It should be noted that from April 2016 the use of Approved Lists within the authority will be discontinued. They will be replaced by Framework Agreements or Term Contracts dependent on the requirement.</p>	Amendment

14.2	Procurement Plan Checklist Approval	All individual procurement projects above £100,000 will require a procurement plan checklist to be completed and approved as a minimum by the Strategic Procurement Manager, prior to undertaking any market testing. This new process will ensure that procurement projects are procured in a robust manner and be compliant with these CPR's, OJEU rules, Welsh Procurement Policy and general procurement best practice. There will need to be extra approvals in respect of projects involving ICT, Property and Temporary staff and Interim staff (excluding Matrix). All projects below £100,000 will also require the completion of the Procurement Plan Checklist and shall be retained on contract file. However, only projects relating to ICT, Property / Works and HR need prior approval.	Addition
15.1	Sustainable Procurement	All contracts above £2,000,000 will need to consider community benefits including social, environmental and economic factors. All contracts below £2,000,000 will also need to consider these factors on an optional basis. This is in alignment with the Welsh Procurement Policy	Addition
15.4 & 15.5	Sustainable Procurement	All contracts above £100,000 for Goods and Services shall also complete the Sustainable Risk Assessment template. This is in alignment with the Welsh Procurement Policy. However the Head of Service will have the option of including sustainable procurement requirement in Tenders, subject to the perceived financial considerations	Addition
16.0	Contracts less than £10,000 (Goods, Services & Works)	Request for Quotations can now only be used for contracts up to £10,000, which shall where it's not practical only require only a single quotation to be obtained. However value for money still needs to be demonstrated.	Amendment
17.0	Contracts between £10,001 and £25,000 (Goods, Services & Works)	All contracts for Goods, Services and Works between £10,001 and £25,000 shall require three written quotations. The upper threshold has been reduced to allow a lower level for public advertisement of tendering opportunities.	Amendment

18.0	Contracts valued between £25,001 and OJEU threshold	All contracts for goods and services above £25,000 shall be subject to a public advertisement as per Welsh Procurement Policy, unless an exemption is approved by the Strategic Procurement Manager	Addition
20.0	Contracts valued between £25,001 and £250,000 (Works)	Approved Lists for Works where available can only be used up to £250,000. A public advertisement will be required generally for all contracts above this value. This is a deviation on the Welsh Procurement Policy for practical reasons in dealing with high volume of bids from construction contractors	Amendment
25.0 & 25.2, 25.3b & 25.4	Tender Opening	All tenders above £10,000 shall be opened at the same time and place after the closing time for receipt of bids has elapsed. Currently quotations can be opened as they are received. This is a perceived risk that could allow officer collusion with suppliers and lead to fraud. All Tenders shall be undertaken on the e-sourcing solution (where available). All Tenders will now be opened at the same time by TWO designated officers (one of which shall be independent of the project) as selected by Head of Service. There will be a requirement for Officers from Legal and Democratic Services to be involved where paper tenders are received over the value of £100,000 until the e-sourcing solution is made available to all Services. The introduction of e-sourcing will prevent any tampering of any tenders, since the tender are locked once submitted electronically.	Amendment
26.3	Late Invitation to Tenders Received	Late bids may be still considered, providing the other bids have not been opened, subject to Monitoring Officer approval based on exceptional circumstances.	Amendment
27.1 & 27.2 & 27.3	Tender Evaluation	All Tenders above £100,000 shall be evaluated on price and quality. Price only evaluation can only be used for contracts below £100,000. When tenders are evaluated based on price and quality a tender evaluation team shall be arranged consisting of at least two officers. For OJEU tenders, the Corporate Procurement Unit will need to be consulted	Amendment

		following the evaluation process prior to the award of any contract	
28.2	Post Tender Negotiation	A minimum of TWO officers needs to be involved in any tender negotiation for sub –OJEU tenders.	Amendment
29.0 & 29.2 & 29.5	Tender Award Approvals	Tender Award approvals have been changed to include the need for Head of Service, Monitoring Officer and Chief Finance Officer approval subject to contract values up to £1,000,000, for contract values between £1,000,001 and £2,000,000 Lead Member approval must be given, for contracts exceeding £2,000,001 then Cabinet approval must be obtained. This change has been undertaken in order to streamline the process, which is based on technical judgement. This new process will also ensure that a robust quality assurance process is in place regarding tender awards, since there is an increasing risk of supplier legal challenges. All contract awarded will be required to be inputted onto a corporate contract register.	Amendment
31.1	Letter of Intent	Letters of Intent may only be used in exceptional circumstances after approval being obtained by Monitoring Officer	Amendment
32.3	Non-concluded Terms of Conditions of Contract	The Council should not enter into contracts on the suppliers terms and conditions, without upfront approval of the Monitoring Officer	Addition
33.2 & 33.3 & 33.4	Contracts in Writing	There will be a requirement for formal form of agreements to be developed and signed for various contract values. This addresses the current issues, whereby majority of contracts are not signed by both parties, and use of standalone purchase orders is not deemed robust.	Amendment
33.7 & 33.9	Contracts in Writing	All contracts above £10,000 save those which are sealed, shall be stored and retained by the relevant department. Work shall not commence on any contract (except for emergency works) until the signed contract has been returned since there are	Addition

		historical examples of contracts being sent out in Directorates and contracts have commenced before the return of signed contracts from contractors.	
36.2	Contract Management	All contracts that are strategically critical / high risk, high value or high profile shall be subject to monthly contract reviews	Addition
37.1 & 37.2	Contract Performance	Contracts shall be subject to regular performance reviews and if practical at the end of each contract / job a performance review shall be carried out to identify good and bad contractor performance, as well as identifying complaints etc	Amendment
38.0	Termination of Contract	Changes to how Termination of Contracts can be approved. Now 2 levels including Head of Service and the Monitoring Officer.	Addition
39.1 & 39.3	Contract Variations	Changes to Contract Variation approvals. Now 3 levels Head of Service, Monitoring Officer and Chief Finance Officer subject to contract and variation values. The same 3 levels are consistent with other clauses e.g. Tender Award. Cabinet is no longer required to approve contract variations above £1m. Contracts below £250,000 including variations can be approved by Head of Service	Amendment
40.8	Contract Payments	The Responsible Officer approving invoices should be different to the Responsible Officer engaging the contractor to ensure proper segregation of duties	Addition
43.0	Land Contracts	Changes to reflect case law on Development Agreements, which may be subject to OJEU regulations	Amendment
44.1 & 44.2	Use of Consultants	Use of consultants to be approved by Head of Service and all approvals shall be recorded on a central corporate register of consultants.	Amendment
45.0	Retention of Contract Files	Changes to reflect need to retain WEFO funded projects for 20 years	Amendment

Presentation of the Draft Contract
Procedure Rules to Corporate Governance
21 October 2014

Equality Impact Assessment

<Title of the proposal being assessed>

Contact: Stuart Andrews, Finance and Assets

Updated: 21.10.14

1. What type of proposal / decision is being assessed?

A new or revised policy

2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

The adoption by Corporate Governance of the Draft Contract Procedure Rules prior to submission to full Council. There will be no effect on the staff or community following implementation.

3. Does this proposal / decision require an equality impact assessment? If no, please explain why.

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

No	The proposal is for the adoption of the revised Contract Procedure Rules which will have no effect on people, either staff or in the community as this is an internal set of regulations
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4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

(Please refer to section 1 in the toolkit for guidance)

Consultation has been undertaken with all Service areas of the Council and there are no detrimental effects on any staff group as identified in the EIA Toolkit,
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5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

(Please refer to section 1 in the toolkit for a description of the protected characteristics)

There will be no changes following this proposal
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6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

No

7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.

No	There will be no changes following this proposal
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8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

No	This proposal is for the adoption of the revised Contract Procedure Rules where there are no further actions.
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Action(s)	Owner	By when?
<Please describe>	<Enter Name>	<DD.MM.YY>
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9. Declaration

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

Review Date:	01.11.2017
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Name of Lead Officer for Equality Impact Assessment	Date
Stuart Andrews	21.10.14

Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.

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Report To: Council

Date of Meeting: 9 December 2014

Lead Member / Officer: Mohammed Mehmet, Electoral Registration Officer

Report Author: Steve Price, Democratic Services Manager & Gareth Evans, Electoral Services Officer

Title: Review of Polling Districts and Polling Places

1. What is the report about?

The Council has a statutory duty to divide its area into polling districts and designate a polling place for each district. It also has a statutory duty to keep these arrangements under review.

2. What is the reason for making this report?

This report considers the outcome of a public consultation process and makes recommendations to Council in order to complete the statutory review process.

3. What are the Recommendations?

That the County Council agrees the existing arrangement for polling districts and polling places as detailed in Appendix 1.

4. Report details.

4.1 A public consultation was held which opened on the 3 October 2014 inviting comments from electors and interested parties on the current arrangements. The consultation closed on the 3 November and the responses received are shown in Appendix 2.

4.2 The County of Denbighshire has 30 Electoral Divisions divided up into 68 polling districts and serviced by 65 polling places. The location and facilities provided by the existing arrangements appear to be well-received by the electorate year on year with very few complaints being received regarding their accessibility or location.

4.3 As a result, the principles underlying the Council's approach to polling districts and polling places outlined in the public consultation were:

(a) To retain the current network of polling districts, places and stations to ensure that as far as possible that all electors have such reasonable facilities for voting as are practicable in the circumstances.

(b) To ensure, as far as practicable, that polling places are accessible to people with disabilities.

(c) Any proposed changes to the current structure should be able to demonstrate wide support within the polling district. For example, the support of at least 30 registered local government electors, a criterion chosen as it accords with the minimum level of representations to the Electoral Commission required to call for a review of polling districts and places.

4.4 The consultation responses are covered below.

Denbigh Town Council's Concerns

4.5 Denbigh Town Council has expressed concerns that there is no polling station in the Central ward for the electors living in the lower half of Vale Street / Townsend, and of the distance involved from that area of Denbigh to the Eirianfa polling station in Factory ward.

Response to the Denbigh Town Council's Concerns

4.6 To address the Town Council's concerns would require the splitting of polling district BC which currently covers the entire electoral division of Denbigh Central into two separate polling districts, one for the upper part of the division and another new district for the lower part in the Townsend / Vale Street area. The equidistant point to split the division into two separate polling districts would be to use Post Office Lane and Peakes Lane with all of the residential properties in the streets shown in Appendix 3 being placed in the new polling district with a view to locating a polling station within that area.

4.7 This would create a small urban register with 241 residential properties with a current electorate of 414 including 52 postal voters and therefore a polling station voting electorate of 362. This would compare with 983 electors on the remaining register still voting at Eirianfa. Such a small polling district does not appear to be viable and is significantly smaller than all other polling districts in the town. There would also be the issue of finding suitable available public / community premises within the new polling district to locate the polling station.

4.8 Historically the polling station for this district has always been located in the upper area of the electoral division. Before Eirianfa was used as a polling station all electors previously voted at County Hall (now Denbigh Library), Hall Square. There is a strong case to be made that Eirianfa is the natural community facility for the electoral division and supports the concept of the electorate coming into the town centre on polling day.

4.9 Appendix 3 also lists the electorate for all of the current polling districts and polling stations within the town of Denbigh. The turnout at elections since 2007 indicates that Eirianfa's location does not affect turnout figures, which are comparable to the other stations within the town. It should also be noted that the percentage of postal voters in Denbigh Central is lower than all other

polling districts in Denbigh also indicating that the location of Eirianfa is not a detrimental factor.

- 4.10 Maintaining an additional polling station would bring increased costs of approximately £650 for each election held at the new station. The County Council would need to pay these costs for elections to the county council; Denbigh Town Council would have to cover the costs for elections to the town council.
- 4.11 It should be noted that although some properties within the Denbigh Central division are geographically closer to polling stations at Ysgol Frongoch and Denbigh High School / Denbigh Leisure Centre, these two locations are the allocated polling stations for the Denbigh Lower Electoral Division.

Conclusion

- 4.12 No comments were received on the structure of the current parliamentary polling districts and, with the exception of the comments on the Denbigh Central Ward, the responses on the polling places revealed that the respondents were satisfied with the current polling places. The implications of making changes to Denbigh's Central Ward are addressed above and accordingly, no changes are being recommended.

5. How does the decision contribute to the Corporate Priorities?

The provision of adequate polling districts and polling places is important for the electors of Denbighshire to engage in the democratic process, and therefore assisting the authority in retaining its connections with the Community.

6. What will it cost and how will it affect other services?

There are no costs arising from the review and recommendations other than staff time.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

This report and its recommendations do not introduce changes or a new policy in respect of the provision of polling districts and places. No EqIA has been completed.

8. What consultations have been carried out with Scrutiny and others?

The consultation process involved giving public notice of the review on the Council's website and to potentially interested parties including county councillors, city, town and community Councils, local members of Parliament,

constituency Assembly members and the Denbighshire Voluntary Services Council.

9. Chief Finance Officer Statement

Cost implications arising from the review are minimal and will be contained within existing resources.

10. What risks are there and is there anything we can do to reduce them?

The Council is required to confirm its arrangements to comply with legislative duties.

11. Power to make the Decision

Section 18C(1) of the Representation of the People Act 1983, as inserted by the Electoral Administration Act 2006.

LIST OF POLLING DISTRICTS AND POLLING PLACES WITHIN DENBIGHSHIRE

Polling Place	Polling District(s)	Parliamentary Constituency	Polling Place	Polling District(s)	Parliamentary Constituency
Chapel Vestry, Henllan, LL16 5AR	BA	Vale of Clwyd	Seion Centre, Denbigh, LL16 3PE	BB	Vale of Clwyd
Eirianfa, Denbigh, LL16 3TS	BC	Vale of Clwyd	Denbigh High School/Leisure Centre Campus, LL16 3EX	BDA	Vale of Clwyd
Ysgol Frongoch, Denbigh, LL16 3DP	BDB	Vale of Clwyd	Waen Chapel Vestry, Waen, Bodfari, LL16 4BT	BE	Vale of Clwyd
Cocoa Rooms, Llandymog, LL16 4HG	BF	Vale of Clwyd	Ysgol Rhewl, Rhewl, LL15 2TU	BG	Vale of Clwyd
Neuadd Owen, Cefn Meiriadog, LL17 0EY	BH	Vale of Clwyd	Village Hall, Trefnant, LL16 5UG	BI	Vale of Clwyd
Ysgol Bodfari, LL16 4DA	BJ	Vale of Clwyd	The Old School, Tremeirchion, LL17 0UN	BKA	Vale of Clwyd
Parish Hall, Waen, St Asaph, LL17 0AN	BKB & BKD	Vale of Clwyd	The Old School, Cwm, LL18 5SG	BKC	Vale of Clwyd
St Asaph Youth Centre / Leisure Centre / Ysgol Glan Clwyd Campus, LL17 0RP	BLA	Vale of Clwyd	St Asaph Library, LL17 0LU	BLB	Vale of Clwyd
Community Centre, Bodelwyddan, LL18 5TE	BM	Vale of Clwyd	Rhuddlan Community Centre, LL18 5AW	BN	Vale of Clwyd
Paterson Hall, Dyserth, LL18 6AA	BO	Vale of Clwyd	Calvary Church, Prestatyn, LL19 7TL	BPA	Vale of Clwyd
Jubilee Community Centre, LL19 7PP	BPB & BPC	Vale of Clwyd	Deva Church, Prestatyn, LL19 8YE	BPD	Vale of Clwyd
Kings Hall, Kings Ave, Prestatyn, LL19 9AA	BPE	Vale of Clwyd	Prestatyn Leisure Centre / High School Campus, LL19 8RS	BPF & BPJ	Vale of Clwyd
Caradog House Community Centre, LL19 7PF	BPG	Vale of Clwyd	Prestatyn Parish Church Hall, LL19 9AF	BPH	Vale of Clwyd
Meliden Community Centre, LL19 8LA	BPI	Vale of Clwyd	Ysgol Dewi Sant, Rhyl, LL18 2RE	BRA	Vale of Clwyd
Rhyl High School / Leisure Centre / Youth Centre Campus, LL18 4BY	BRB	Vale of Clwyd	Ysgol Llewelyn, Rhyl, LL18 4EU	BRC	Vale of Clwyd
Botanical Gardens Cafe, Rhyl, LL18 4DA	BRD	Vale of Clwyd	Fforddlas Community Centre, Rhyl, LL18 2HH	BRE	Vale of Clwyd
Rhyl United Reformed Church, LL18 3ST	BRF	Vale of Clwyd	Maes Emlyn Community Rooms, LL18 3SF	BRG	Vale of Clwyd
Wellington Community Centre, Rhyl, LL18 1LE	BRH	Vale of Clwyd	Rhyl Town Hall, Wellington Road, LL18 1AB	BRI	Vale of Clwyd
Awelon Centre, Ruthin, LL15 1BL	CAA	Clwyd West	Llanfrog Community Centre, LL15 1LE	CAB	Clwyd West
Clocaenog Church Hall, LL15 2AT	CB	Clwyd West	Canolfan Cae Cymro, Clawddnewydd, LL15 2ND	CCA	Clwyd West
Derwen Chapel Vestry, LL21 9SG	CCB	Clwyd West	Pwllglas Village Hall, LL15 2PB	CD	Clwyd West
Melin y Wig Community Centre, LL21 9RE	CE	Clwyd West	Salem Chapel Vestry, Cyffylliog, LL15 2DN	CF	Clwyd West
Canolfan Addysg Bro Cinmeirch, Llanrhaeadr, LL16 4NL	CGA	Clwyd West	Caban Y Plwyf / Ysgol Pant Pastynog, Prion, LL16 4SG	CGB	Clwyd West

Polling Place	Polling District(s)	Parliamentary Constituency	Polling Place	Polling District(s)	Parliamentary Constituency
Church House, Nantglyn, LL16 5PL	CH	Clwyd West	Llanbedr Dyffryn Clwyd Community Centre, LL15 1UP	CI	Clwyd West
Gellifor Chapel Vestry, LL15 1SF	CJ	Clwyd West	St Davids Centre, Eryrys, CH7 4BX	CKA	Clwyd West
The Raven Inn, Llanarmon-yn-Ial, CH7 4QE	CKB	Clwyd West	Llanferres Village Hall, CH7 5SP	CL	Clwyd West
Llandegla Memorial Hall, LL11 3AW	CM	Clwyd West	Neuadd Eleanor, Llanfair Dyffryn Clwyd, LL15 2RU	CAN	Clwyd West
Bethel Chapel Vestry, Pentrecelyn, LL15 2HE	CNB	Clwyd West	Llanelidan Village Hall, LL15 2PT	CO	Clwyd West
Bryneglwys Parish Room, LL21 9LP	CP	Clwyd West	Gwyddelwern Community Centre, LL21 9DH	CQ	Clwyd West
Llangollen Town Hall, LL20 8PW	CR	Clwyd South	The Conquering Hero Community Centre, Rhewl, Llangollen, LL20 7YT	CS	Clwyd South
Corwen Sports Pavilion (The Rec), LL21 0DN	CTA	Clwyd South	Carrog Community Centre, LL21 9AS	CTB	Clwyd South
Owain Glyndwr Memorial Hall, Glyndyfrdwy, LL21 8HA	CTC	Clwyd South	Yr Ysgol Isaf, Cynwyd, Corwen, LL21 0HR	CU	Clwyd South
Y Ganolfan, Llandrillo, Corwen, LL21 0TG	CV	Clwyd South			

Respondent	District / Station	Comments
Councillor Ann Davies	Rhuddlan community centre	The community centre in Rhuddlan is always used, it's very central for residents and has disability access , with toilets and kitchen for staff.
Councillor Stuart Davies	Llangollen	To keep the current polling station arrangements
Councillor Merick Lloyd Davies	Cefn Meiriadog & Trefnant	The Cefn Meiriadog and Trefnant polling stations are satisfactory.
Denbigh Town Council	Denbigh Central Ward	Denbigh Town Council expressed concerns that there was no polling station in the Central ward for the electors living in the lower half of Vale Street / Townsend, and the distance involved from that area of Denbigh to the Eirianfa Centre in Factory ward.
Dyserth Community Council	Dyserth / Paterson Hall	Dyserth Community Council members agreed that the premises (Paterson Hall, Dyserth) are suitable for future use as a polling station.
Councillor Martyn Holland	Llanrmon yn Iâl / Llandegla	After reviewing the list of polling stations in my ward I believe they should stay as they are. They are all relatively central and accessible to all sections of society
Rhuddlan Town Council	Rhuddlan	Rhuddlan Town Council discussed the Review and advised that it was happy with the current arrangements
Councillor Cefyn Williams	Cynwyd & Llandrillo	Supports the current polling station arrangements for Cynwyd and Llandrillo

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POLLING DISTRICTS IN DENBIGH

Turnout by Polling Station

Election / Referendum	BB - Canolfan Seion	BC - Eirianfa	BDA - Denbigh High School	BDB - Ysgol Frongoch
2007 National Assembly for Wales Election	29.81%	35.83%	51.44%	35.23%
2008 Local Government Elections	24.90%	35.98%	42.82%	30.12%
2009 European Parliamentary Election	15.13%	21.95%	29.51%	20.56%
2010 UK Parliamentary Election	54.70%	57.03%	71.78%	63.71%
2011 National Assembly for Wales Referendum	19.30%	26.93%	40.77%	29.53%
2011 National Assembly for Wales Election & UK Alternative Vote Referendum	30.24%	33.44%	45.50%	35.38%
2012 Local Government Elections	25.53%	31.83%	43.45%	35.87%
2012 Police & Crime Commissioner Election	5.89%	9.08%	12.81%	8.31%
2014 European Parliamentary Election	19.27%	22.54%	27.98%	23.24%

Polling Station Electorate / Registered Postal Voters

2014 Electorate				
	BB - Canolfan Seion	BC - Eirianfa	BDA - Denbigh High School	BDB - Ysgol Frongoch
Polling Station Electorate	1423	1397	1533	1477
Electors Voting by Post	272	199	347	246
% of Postal Voters	16.05%	12.47%	18.46%	14.28%
Total Electorate	1695	1596	1880	1723

A Second Polling Station in Denbigh Central

Street Name	Residential Addresses	Electors	Postal Voters	Polling Station Electors
Beacon's Hill (No's 36-44 Even & No's 59-71 Odd)	12	18	0	18
Cae Fron	12	24	8	16
Grove Road	24	39	3	36
Llys Dewi Sant	5	9	2	7
Llys Y Gamog	4	5	0	5
Lon Copner	6	9	3	6
Middle Lane	20	28	3	25
Park Street (lower than Peakes Lane Junction)	41	82	10	72
Peakes Lane	0	0	0	0
Post Office Lane (Even numbers)	24	31	4	27
Station Road	1	13	0	0
St David's Lane	10	18	6	12
Vale Street (lower than Post Office Lane / Peaks Lane Junction)	82	138	13	125
Totals	<u>241</u>	<u>414</u>	<u>52</u>	<u>362</u>

Report To: County Council

Date of Meeting: 9th December 2014

Lead Member / Officer: Gary Williams, Monitoring Officer

Report Author: Gary Williams, Monitoring Officer

Title: Appointments to Standards Committee

1. What is the report about?

1.1 The report is about the appointment of an elected Member and independent member to fill vacancies that have arisen on the Council's Standards Committee.

2. What is the reason for making this report?

2.1 To appoint a County Councillor to the Standards Committee and to appoint Members of the Council to the Standards Committee Special Appointments Panel to be formed to consider applications from persons who wish to become an independent member of the Standards Committee.

3. What are the Recommendations?

3.1 That a Member of the Council be appointed to fill the vacancy for an elected Member on the Council's Standards Committee.

3.2 That a Member of the Council be appointed to the Standards Committee Special Appointments Panel

4. Report details.

4.1 The Standards Committee Regulations 2001, as amended, (the Regulations) govern the composition and proceedings of Standards Committee. The Standards Committee is not required to be politically balanced. A Standards Committee must have a membership of between five and nine members to include independent lay members, County Councillors and City, Town and Community Council representation. The Chair and Vice Chair of the Committee must always be independent lay members and the meeting is only quorate if the majority of those present are independent lay members.

4.2 The Standards Committee of this Council has a membership of seven members comprised as follows two County Councillors, one Community Council member and four independent lay members.

- 4.3 Two vacancies have arisen on the Committee, one vacancy for an elected Member and one for an independent lay member.
- 4.4 Nominations are sought for an elected Member of the Council to be appointed to the Standards Committee.
- 4.5 The Regulations require that a Standards Committee Special Appointments Panel is appointed to consider applications from those whom wish to become independent members of the Committee and make recommendations to Council. There are five members of this panel, three of whom are County Councillors, a lay person and a City, Town or Community Council member. A vacancy has arisen for a County Councillor to sit on the Panel. Nominations are sought for this vacancy.
- 4.6 The Panel will meet to appoint a lay member and a City, Town or Community Council member, to the Panel and then to consider applications and conduct interviews. The Panel will make a recommendation on the appointment to Council.

5. How does the decision contribute to the Corporate Priorities?

- 5.1 A fully functioning and representative Standards Committee which upholds the high standards expected of Members helps underpin the Council's exercise of its democratic functions.

6. What will it cost and how will it affect other services?

- 6.1 There are no direct costs associated with this report, however, the Council will be required by statute to place advertisements in at least two newspapers circulating in the area in respect of the vacancy for an independent member.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

- 7.1 There are no equalities implications arising from this report.

8. What consultations have been carried out with Scrutiny and others?

- 8.1 There is no statutory requirement to consult on the appointments sought by this report. Group Leaders have been asked to consider nominations in respect of these appointments. There is a statutory requirement to advertise publically for independent members of the Committee.

9. Chief Finance Officer Statement

- 9.1 The costs associated with the decision are minor and will be contained within existing resources.

10. What risks are there and is there anything we can do to reduce them?

10.1 The risk of not appointing members to the Standards Committee is that a reduced membership may increase the likelihood of the Committee being inquorate.

11. Power to make the Decision

11.1 Standards Committees (Wales) Regulations 2001 as amended.

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Appointments to Standards Committee 9th December 2014

Equality Impact Assessment

Appointments to Standards Committee

Contact: Gary Williams

Updated: 21.11.2014

1. What type of proposal / decision is being assessed?

Other

2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

The decision required is to appoint a member to the Standards Committee and a member to the Standards Committee Special Appointments Panel

3. Does this proposal / decision require an equality impact assessment? If no, please explain why.

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

No	The decision to appoint members to these bodies does not have any impact on staff or the community. The decision required is to appoint members to bodies whose functions and activities are determined by statute.
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4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

(Please refer to section 1 in the toolkit for guidance)

<Type here>

5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

(Please refer to section 1 in the toolkit for a description of the protected characteristics)

<Please summarise any likely positive impact and identify which protected

characteristics will benefit>

6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

<Please summarise any disproportionate negative impact and identify which protected characteristics will be affected>

7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.

<Please Select> <If yes, please provide detail>

8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

<Please Select> <If yes please complete the table below. If no, please explain here>

Action(s)	Owner	By when?
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9. Declaration

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

Review Date: <DD.MM.YY>

Name of Lead Officer for Equality Impact Assessment	Date
Gary Williams	21.11.2014>

Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.

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COUNCIL FORWARD WORK PROGRAMME

Meeting	Item (Description / Title)	Purpose of Report	Council Decision Required (yes/no)	Lead member and Contact Officer	
Council Briefing 12 December 2014		BUDGET WORKSHOP			
9 a.m. to 11 a.m.	1	Bodelwyddan Planning Application	To consider the Bodelwyddan Planning Application	Yes	Cllr David Smith / Graham Boase
11.00 a.m.	2	Budget	To consider the budget proposals	Yes	Cllr Julian Thompson-Hill / Paul McGrady
Council Briefing 19 January 2015	1	Priority Strategic Employment Sites Project	A consultation by the Economic and Community Ambition Board	N/A	Cllr Hugh Evans / Paul McGrady / David Matthews
	2	Presentation – Modernisation in Denbighshire County Council	To receive a presentation on savings and benefits realised.	N/A	Cllr Barbara Smith / Julie Horman
	3	Volunteering Policy	A presentation to members	N/A	Cllr Hugh Irving / Liz Grieve / David Davies
Full Council required in January to adopt the Council Tax Reduction Scheme for 2015 / 2016.					
3 February 2015	1	Treasury Management Strategy Statement 2015/16	To approve the Statement	Yes	Cllr Julian Thompson-Hill / Paul McGrady
	2	Budget 2015/16	To set the Revenue Budget for 2015/16	Yes	Cllr Julian Thompson-Hill / Paul McGrady
	3	Housing Revenue Account Self Financing	To consider the HRA.	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	4	Corporate Governance Committee Annual Report	To receive the Corporate Governance Committee Annual Report	Tbc	Cllr Jason McLellan / Gary Williams
24 February 2014	1	Council Tax Setting	To set the Council Tax for 2015/16	Yes	Cllr Julian Thompson-Hill / Paul

COUNCIL FORWARD WORK PROGRAMME

					McGrady
	2	Capital Plan 2015/16	To approve the Council's Capital Plan for 2015/16	Yes	Cllr Julian Thompson-Hill / Paul McGrady
	3	Committee Timetable	To confirm the timetable for committee meetings.	Yes	Cllr Barbara Smith / Steve Price
Council Briefing 16 March 2015	1	Dementia Workshop	A presentation for members on dementia	N/A	Cllr Bobby Feeley / Nicola Stubbins
	2	Supporting Independence in Denbighshire	A presentation from Adult Services	N/A	Cllr Bobby Feeley / Phil Gilroy
	3	Looked After Children	A presentation from Children's Services	N/A	Cllr Bobby Feeley / Rhian Morlle / Liz Griffin
14 April 2015	1	Redevelopment of Ysgol Glan Clwyd	To consider the full business case for the scheme.	Yes	Cllr Eryl Williams / Peter Clayton
12 May 2015 Annual Meeting	1	Annual Report of the Council's Scrutiny Committees	To consider the Annual Report	No	Scrutiny Chairs & Vice Chairs Group / Steve Price / Rhian Evans
	2	Local Housing Strategy	To agree the Local Housing Strategy	Yes	Cllr Hugh Irving / Graham Boase / Sue Lewis

Note for Officers – Full Council Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
3 February	19 January	24 February	9 February	April	27 March

Updated 3/12/2014 SP

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