

# 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**

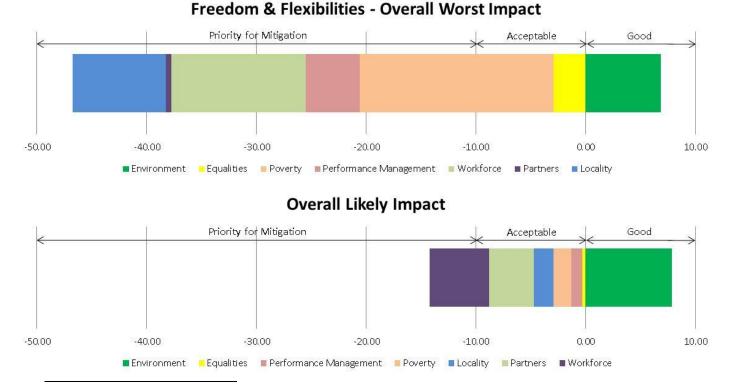


Briefing on Overall Impact - Phases 1 & 2

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.<sup>1</sup>



### **Overall Impact**

<sup>1</sup> 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	%
	<u></u>	•		~
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	%
Feuelities	2.04	0/	0.22	0/
Equalities	- <b>2.94</b>	% √	-0.33	% %
Age	-15.69	%	-2.94	%
Disability Conder Bossignment	-6.86	%	0.98	%
Gender Reassignment	0.00	%	0.00	%
Marriage & Civil Partnership Pregnancy & Maternity	0.00 0.00	% %	0.00 0.00	% %
Race	-1.96	%	0.00	%
Religion or Belief	-1.90	%	0.00	%
Sex	-0.98	%	-0.98	%
Sexual Orientation	0.00	%	0.00	%
Sexual Offentation	0.00	/0	0.00	70
Poverty	-20.59	%	-2.94	%
Poverty	-20.59	%	-2.94	%
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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

	[	Outcome						_	Loca		
Code	Project	Adopted	Gain £'000	Ruthin Worst Impact	Ruthin Likely Impact	Denbigh Worst Impact	Denbigh Likely Impact	Dee Valley Worst Impact	Dee Valley Likely Impact		
H&ES12 H&ES09	Street Cleansing - reduce activity Increase Cemetery Charges	TRUE	100 50	Negative Negative	Neutral Negative	Negative Negative	Neutral Negative	Negative Negative	Neutral Negative		
H&ES08	Reduce Rights of Way activity	TRUE	71	Negative	Negative	Negative	Negative	Negative	Negative		
H&ES17 H&ES18	Reduce Road Safety Programme	TRUE	50	Negative	Negative Neutral	Negative	Negative Neutral	Negative	Negative Neutral		
H&ES19	Reduce Street Lighting Inspections Increase Civil Enforcement Activity (Parking	TRUE	0	Negative Neutral	Neutral	Negative Neutral	Neutral	Negative Neutral	Neutral		
H&ES14&15	Introduce Charges for Green Waste	TRUE	400	Negative	Negative	Negative	Negative	Negative	Negative		
H&ES01 H&ES13	Remove or reduce public transport subsidy Highways general cuts		166 250	Negative Negative	Negative Negative	Negative Negative	Negative Negative	Negative Negative	Negative Negative		
H&ES11	Cessation of funding for all bedding / hanging	g baskets	134	Negative	Neutral	Negative	Neutral	Negative	Neutral		
H&ES20 CML02	Cuts to Countryside Services budgets Restructure of Strategic Leisure	TRUE	65	Negative n/a	Neutral n/a	Negative n/a	Neutral n/a	Negative n/a	Neutral n/a		
CML02	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 CML07	Leisure Centres - further increase income Rhyl Pavilion - restructure and introduction	TRUE	140 97	Negative Negative	Negative Neutral	Negative Negative	Positive Neutral	Negative Negative	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 CML01	Youth Services - staffing structure Remove subsidy from Scala Prestatyn	TRUE	46	Negative Neutral	Neutral Neutral	Negative Neutral	Neutral Neutral	Negative Neutral	Neutral Neutral		
CML05	Review funding for Tourist Information		20	Negative	Neutral	Negative	Neutral	Negative	Neutral		
CML08 CML10	Rhyl Pavilion Operating model Introduce charges for the use of the Drift		350 76	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral		
CMI12	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 CML16	Library Service (Arts) Library Service (Ruthin Craft Centre)		30 30	n/a Neutral	n/a Neutral	Negative Neutral	Negative Neutral	Negative Neutral	Negative Neutral		
SII16	Regional Consortium Office costs		30	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		
SII11 SII10	School Library Service Music Service - develop options		78 103	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral		
SII10 SII14	School improvement discretionary subsidies		103	Negative	Positive	Negative Neutral	Positive	Negative	Positive		
SII09	Outdoor pursuits SLA		23	Negative	Neutral	Negative	Neutral	Negative	Neutral		
SCH04 SCH02	Remove historic contingency budgets Clothing Grants	TRUE	78	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral		
SCH03	Remission claims		34	Negative	Neutral	Negative	Neutral	Negative	Neutral		
SCH05 SCH06	Governor Support Demography reduction to reflect fall in pupil	numbers.	31 242	Negative	Positive Neutral	Negative	Positive Neutral	Negative	Positive Neutral		
SCH08	Use of Corporate Plan additional funding to		581	Negative n/a	n/a	Negative n/a	n/a	Negative n/a	n/a		
SCH01	Furniture & Equipment Service for Schools		70	Negative	Neutral	Negative	Neutral	Negative	Neutral		
SII06 SII03	Review Additional Learning Needs - remova Behaviour Support - property savings from	TRUE	3	Neutral Neutral	Positive Positive	Neutral Neutral	Positive Positive	Neutral Neutral	Positive 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 SII05	Review Educational Psychology Service Counselling Service		30 100	Neutral Negative	Neutral Positive	Neutral Negative	Neutral Positive	Neutral Negative	Neutral Positive		
SII08	Recoupment		140	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		
CES01 CES02	Website Advertising - scope for additional in Rhyl One Stop Shop Review	TRUE	10	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral		
CES02 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 F&A03	Finance - external funding team, removal of Property - Office Accommodation Rationalis	TRUE	65 100	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a 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 F&A07	Property School Facilities Management Agree Revenues & Benefits Commercial Partnership		48	n/a n/a	n/a n/a	n/a n/a	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 C&M03	Energy Efficiency - result of lower consumpt Removal of contingency budgets	TRUE	300 125	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a		
BIM01	Community Safety Partnership - review cont	TRUE	5	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		
BIM02	Information Management - service redesign	TRUE	50	Negative	Positive	Negative	Positive	Negative	Positive		
BIM03 BIM04	Corporate Improvement Team (corporate re Corporate Project Team - increase external	TRUE	280 10	Negative n/a	Neutral n/a	Negative n/a	Neutral n/a	Negative n/a	Neutral n/a		
BIM05	Partnerships & Communities Team	TRUE	30	n/a	n/a	n/a	n/a	n/a	n/a		
BIM06 L&D02	Internal Audit Reduce the Number of Committee Meetings	TRUE	75	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a 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 SHR05	Staff Training & Development - greater use HR Management - review school SLA, consider	TRUE er move to cluster	15 30	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral		
SHR06	HR Direct - facilitate more self-service for ma	nagers.	35	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		
ABS01 ABS03	PARIS - electronic Domiciliary Care Invoices Receivership	TRUE	37	n/a Negative	n/a Neutral	n/a Negative	n/a Neutral	n/a Negative	n/a Neutral		
ABS08	Cefndy Enterprises	TRUE	71	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		
ABS04	Workforce Development	TRUE	150	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral		
ABS05 ABS07	Restructure of Locality Services Benefits & Welfare Advice Service Review	TRUE	100 200	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral Neutral		
ABS02	Provider Service - Outsourcing		700	Negative	Positive	Negative	Positive	Negative	Negative		
CHS01 CHS02	Staffing Budgets - realign to current require ICT Desktop Budget	TRUE	150 10	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a		
CHS02 CHS03	Young Carers - revised contribution to regio	TRUE	10	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 CHS07	Adoption support costs National Youth Advocacy Contract	TRUE	20	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral 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 Negative	Positive	Neutral Negative	Positive	Neutral Negative	Positive		
CHS04 PPP02	Contributions Policy for services provided for Planning Policy - prioritise activity and cease	r Children with Disa TRUE	50 40	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral		
PPP03	Development Management - increase incom	TRUE	75	Negative	Neutral	Negative	Neutral	Negative	Neutral		
PPP04 PPP05	Development Management - reduce training Building Control - revise fee structure (inclu	TRUE	10	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral Neutral		
PPP05 PPP06	Building Control - revise lee structure (inclu Built Service - review of conservation service	TRUE	50	Negative	Negative	Negative	Negative	Negative	Negative		
PPP09	Public Protection - closure of Pest Control Se	TRUE	95	Negative	Negative	Negative	Negative	Negative	Negative		
PPP10 PPP11	Pollution Control - review to consider minim Scientific Services - revert to statutory wate	TRUE	40	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral 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 EBA01	HRA Recharges Remove Town & Area Plan Budgets		270 356	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral 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	Neutral Neutral	Neutral Neutral	Neutral Neutral		

		ity								
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 H&ES09	Street Cleansing - reduce activity Increase Cemetery Charges	Negative Negative	Neutral Negative	Negative Negative	Neutral Negative	Negative Negative	Neutral Negative	6	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 H&ES19	Reduce Street Lighting Inspections Increase Civil Enforcement Activity (Parking	Negative Neutral	Neutral Neutral	Negative Neutral	Neutral Neutral	Negative Neutral	Neutral Neutral	2 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 H&ES20	Cessation of funding for all bedding / hangin Cuts to Countryside Services budgets	Negative Negative	Negative Neutral	Negative Negative	Negative Neutral	Negative Negative	Negative Neutral	6 27	4	
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 CML06	Stop production of paper version of Leisure Centres - further increase income	Neutral Negative	Neutral Negative	Neutral Negative	Neutral Negative	Neutral Negative	Neutral Negative	0 4	0	
CML00	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 CML01	Youth Services - staffing structure Remove subsidy from Scala Prestatyn	Negative Neutral	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Neutral	Neutral Neutral	2	1 0	
CML01	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	
CMI12 CML13	Partially close or transfer Denbigh Town Library Service - modernisation programme	n/a	n/a	n/a	n/a	n/a	n/a	2 62	1	
CML13 CML15	Library Service - modernisation programme Library Service (Arts)	Negative n/a	Negative n/a	Negative n/a	Negative n/a	Negative Negative	Negative Negative	1	1	
CML16	Library Service (Ruthin Craft Centre)	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0	
SII16	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0	
SII11 SII10	School Library Service Music Service - develop options	Negative Negative	Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral	0	0	
SII10 SII14	School improvement discretionary subsidies	Negative	Neutral Positive	Negative Neutral	Positive	Negative Neutral	Neutral Positive	16.82	1.60	
SII09	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 SCH03	Clothing Grants Remission claims	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	0	0	
SCH03 SCH05	Governor Support	Negative	Positive	Negative	Positive	Negative	Positive	1	1	
SCH06	Demography reduction to reflect fall in pupi	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 SII06	Furniture & Equipment Service for Schools Review Additional Learning Needs - remova	Negative Neutral	Neutral Positive	Negative Neutral	Neutral Positive	Negative Neutral	Neutral Positive	0	0	
SII08	Behaviour Support - property savings from i	Neutral	Positive	Neutral	Positive	Neutral	Positive	0	0	
SII07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0	
SII01	Review Education Social Worker Service	Negative	Neutral	Negative	Neutral	Negative	Neutral	7.0	2.4	
SII04 SII05	Review Educational Psychology Service Counselling Service	Neutral	Neutral Positive	Neutral	Neutral Positive	Neutral	Neutral Positive	0 4.52	0 2.5	
SII08	Recoupment	Negative Neutral	Neutral	Negative Neutral	Neutral	Negative Neutral	Neutral	4.32	0	
CES01	Website Advertising - scope for additional in	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	0	0	
CES02	Rhyl One Stop Shop Review	Neutral	Neutral	Neutral	Neutral	Neutral	Positive	14	8	
CES04 F&A01	Corporate Complaints (part of review) Finance - modernisation and efficiency	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know 4	Don't Know 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 F&A06	Miscellaneous Property Portfolio Property School Facilities Management Agre	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a	Positive n/a	0	0	
F&A07	Revenues & Benefits Commercial Partnershi	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 BIM01	Removal of contingency budgets Community Safety Partnership - review cont	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	2	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 o	n/a	n/a	n/a	n/a	n/a	n/a	0	0	
BIM05 BIM06	Partnerships & Communities Team Internal Audit	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	10	1 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 HR2	Not replacing Head of Service Staff Training & Development - greater use	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	0	0 Don't Know	
SHR05	HR Management - review school SLA, consid	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 ABS08	Receivership Cefndy Enterprises	Negative Neutral	Neutral Neutral	Negative Neutral	Neutral Neutral	Negative Neutral	Neutral Neutral	3	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 ABS02	Benefits & Welfare Advice Service Review	Negative	Neutral	Negative	Neutral	Negative	Neutral	12	Don't Know	
ABS02 CHS01	Provider Service - Outsourcing Staffing Budgets - realign to current require	Neutral n/a	Neutral n/a	Negative n/a	Neutral n/a	Negative n/a	Neutral n/a	182	100	
CHS02	ICT Desktop Budget	n/a	n/a	n/a	n/a	n/a	n/a	0	0	
CHS03	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a	n/a	n/a	0	0	
CHS05	Children with Disabilities - reduction to equi	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0	
CHS06 CHS07	Adoption support costs National Youth Advocacy Contract	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	0	0	
CHS08	Child Protection Training	n/a	n/a	n/a	n/a	n/a	n/a	0	0	
CHS09	Foster Home Adaptation Project	Neutral	Positive	Neutral	Positive	Neutral	Positive	0	0	
CHS04	Contributions Policy for services provided for Blanning Policy prioritics activity and coard	Negative	Neutral	Negative	Neutral	Negative	Neutral	0	0 Don't Know	
PPP02 PPP03	Planning Policy - prioritise activity and cease Development Management - increase incom	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	Negative Negative	Neutral Neutral	7 12	Don't Know 0	
PPP04	Development Management - reduce training	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	4	0	
PPP05	Building Control - revise fee structure (inclu	Negative	Neutral	Negative	Neutral	Negative	Neutral	14	0	
PPP06	Built Service - review of conservation service	Negative	Negative	Negative	Negative	Negative	Negative	2	1	
PPP09 PPP10	Public Protection - closure of Pest Control Se Pollution Control - review to consider minim	Negative Negative	Negative Neutral	Negative Negative	Negative Neutral	Negative Negative	Negative Neutral	3	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 EBA01	HRA Recharges Remove Town & Area Plan Budgets	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral Neutral	Neutral Negative	Neutral Neutral	0	0	
EBA01 EBA02	Remove Town & Area Plan Budgets 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	

		Work	force	E					Risk Mar
Code	Project	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 H&ES08	Increase Cemetery Charges Reduce Rights of Way activity	n/a Negative	n/a Negative	n/a Negative	n/a Neutral	Medium Low	Medium Medium	None Medium	None 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 H&ES01	Introduce Charges for Green Waste Remove or reduce public transport subsidy	n/a Negative	n/a Negative	n/a Negative	n/a Neutral	Very High Very High	High Very High	None	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 CML02	Cuts to Countryside Services budgets Restructure of Strategic Leisure	Negative Negative	Negative Negative	Negative Negative	Neutral Negative	Medium None	Low None	Low None	Very Low 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 CML09	Rhyl Pavilion - restructure and introduction Llangollen Pavilion - explore most efficient	Negative n/a	Negative n/a	Negative n/a	Neutral n/a	Medium Low	Low Very Low	None None	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 CML08	Review funding for Tourist Information Rhyl Pavilion Operating model	n/a Negative	n/a Neutral	n/a Negative	n/a Neutral	Medium High	Low	None None	None None
CML10	Introduce charges for the use of the Drift	Negative	Negative	Neutral	Neutral	High	Medium	Very High	Medium
CMI12	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 CML16	Library Service (Arts) Library Service (Ruthin Craft Centre)	Negative n/a	Negative n/a	n/a n/a	n/a n/a	Medium Low	Medium Low	None None	None None
SII16	Regional Consortium Office costs	n/a Neutral	Neutral	Neutral	n/a Neutral	None	None	None	None
SII11	School Library Service	Neutral	Neutral	Neutral	Neutral	Medium	Low	None	None
SII10	Music Service - develop options	Neutral	Neutral	Negative	Positive	Very High	Low	None	None
SII14 SII09	School improvement discretionary subsidies	Negative	Neutral	Negative	Neutral	High	Low	None Vory High	None
SII09 SCH04	Outdoor pursuits SLA Remove historic contingency budgets	Neutral n/a	Neutral n/a	Negative n/a	Neutral n/a	Low None	Low None	Very High 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 SCH06	Governor Support Demography reduction to reflect fall in pupi	Negative Negative	Negative Negative	Negative Neutral	Positive Neutral	Very Low Very Low	Very Low Very Low	None None	None None
SCH06	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
SII06	Review Additional Learning Needs - remova	Neutral	Positive	Neutral	Positive	None	None	None	None
SII03 SII07	Behaviour Support - property savings from a	Neutral Neutral	Positive	Neutral	Positive	None	None	None	None
SII07	Specialist equipment - reduce budget to ma Review Education Social Worker Service	Negative	Neutral Neutral	Neutral Neutral	Neutral Neutral	Medium	None Very Low	None None	None
SII04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Low	Very Low	None	None
SII05	Counselling Service	Negative	Neutral	Negative	Neutral	Medium	Low	Low	None
SII08	Recoupment	Neutral	Neutral	Neutral	Neutral	None	None	None	None
CES01 CES02	Website Advertising - scope for additional in Rhyl One Stop Shop Review	n/a Negative	n/a Neutral	n/a Neutral	n/a Positive	Very Low Very Low	Very Low Very Low	None Low	None Very Low
CES02	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 F&A04	Property - Office Accommodation Rationalis Property - management restructure	n/a Negative	n/a Negative	n/a n/a	n/a n/a	None None	None None	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 Partnershi	Neutral	Positive	Neutral	Positive	Very Low	None	None	None
C&M01 C&M02	Capital Financing & PFI Energy Efficiency - result of lower consumpt	n/a n/a	n/a n/a	n/a n/a	n/a n/a	None None	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 cont	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 BIM04	Corporate Improvement Team (corporate re Corporate Project Team - increase external	Negative n/a	Negative n/a	Negative n/a	Negative n/a	Low None	None None	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	Medium	Low	None	None
L&D04 HR1	Reduction of Civics budget Not replacing Head of Service	n/a n/a	n/a n/a	n/a n/a	n/a n/a	Low None	Low None	None None	None None
HR1 HR2	Staff Training & Development - greater use	n/a Negative	Negative	Negative	n/a Neutral	Low	None	None	None
SHR05	HR Management - review school SLA, consid	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 ABS03	PARIS - electronic Domiciliary Care Invoices Receivership	n/a Negative	n/a Negative	n/a Neutral	n/a Neutral	None Very Low	None None	None 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 ABS02	Benefits & Welfare Advice Service Review Provider Service - Outsourcing	Negative Negative	Negative Negative	Negative n/a	Negative n/a	Medium Very High	Low High	None None	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 CHS06	Children with Disabilities - reduction to equi Adoption support costs	n/a n/a	n/a n/a	n/a n/a	n/a n/a	Very Low Very Low	Very Low None	Very Low None	None None
CHS05 CHS07	National Youth Advocacy Contract	n/a n/a	n/a n/a	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 PPP03	Planning Policy - prioritise activity and cease Development Management - increase incom	Negative Neutral	Don't Know Neutral	Neutral Neutral	Don't Know Don't Know	Medium Medium	Very Low Very Low	None None	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	Built Service - review of conservation service	Negative	Negative	Negative	Negative	High	Medium	Medium	Low
PPP09 PPP10	Public Protection - closure of Pest Control Se Pollution Control - review to consider minim	Negative Negative	Negative Don't Know	Negative Don't Know	Neutral Don't Know	High	Medium	Medium	Low Very Low
PPP10 PPP11	Scientific Services - revert to statutory wate	Negative Negative	Negative	n/a	n/a	Low Low	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 EBA02	Remove Town & Area Plan Budgets Reduce Core Project/Development Budget	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Low Low	None None	None None	None None
EBA02 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

		agement				Performance Managem				
Code	Project	Professional Standards Worst Impact	Professional Standards Likely Impact	Compliance Legal / Regulatory	Compliance Legal / Regulatory	National Indicators Worst Impact	National Indicators Likely Impact	Corporate Plan Worst Impact	Corporate Plan Likely Impact	
H&ES12	Street Cleansing - reduce activity	Low	None	Worst Impact Very Low	Likely Impact None	Negative	Neutral	Negative	Neutral	
H&ES09	Increase Cemetery Charges	None	None	None	None	n/a	n/a	n/a	n/a	
H&ES08	Reduce Rights of Way activity	None	None	Very Low	None	Negative	Negative	Negative	Negative	
H&ES17 H&ES18	Reduce Road Safety Programme Reduce Street Lighting Inspections	None Verv Low	None	None Very Low	None None	n/a Negative	n/a Negative	Negative Negative	Negative Neutral	
H&ES19	Increase Civil Enforcement Activity (Parking	None	None	None	None	n/a	n/a	Positive	Neutral	
H&ES14&15	Introduce Charges for Green Waste	None	None	None	None	Negative	Negative	n/a	n/a	
H&ES01 H&ES13	Remove or reduce public transport subsidy Highways general cuts	None	None	None Medium	None	Negative Negative	Negative Negative	Negative Negative	Negative Negative	
H&ES11	Cessation of funding for all bedding / hangir	None	None	None	None	n/a	n/a	Negative	Negative	
H&ES20	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 CML04	Reduce spend on recruitment advertising Stop production of paper version of	None None	None None	None None	None None	n/a n/a	n/a n/a	n/a Negative	n/a 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 CML17	Llangollen Pavilion - explore most efficient Youth Services - changes to open access	None Medium	None	None Medium	None	n/a Negative	n/a Negative	Negative n/a	Neutral n/a	
CML17 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 CML10	Rhyl Pavilion Operating model Introduce charges for the use of the Drift	None None	None	None None	None None	n/a n/a	n/a n/a	Neutral Negative	Positive Neutral	
CMI12	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 CML16	Library Service (Arts) Library Service (Ruthin Craft Centre)	None None	None None	None None	None None	n/a n/a	n/a n/a	n/a Negative	n/a Neutral	
SII16	Regional Consortium Office costs	None	None	None	None	n/a Neutral	n/a 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 SII09	School improvement discretionary subsidies Outdoor pursuits SLA	None None	None	None Very High	None None	Negative Neutral	Neutral Neutral	Negative 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 SCH05	Remission claims Governor Support	None Very Low	None Very Low	None Very Low	None Very Low	n/a n/a	n/a n/a	n/a Negative	n/a Positive	
SCH05 SCH06	Governor Support Demography reduction to reflect fall in pupi	None	None	None	None	n/a n/a	n/a n/a	Negative Negative	Positive 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 SII03	Review Additional Learning Needs - remova Behaviour Support - property savings from I	None Very Low	None Very Low	None None	None None	Neutral Neutral	Neutral Neutral	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 SII05	Review Educational Psychology Service Counselling Service	None Very Low	None	Low Very Low	Very Low None	Neutral	Neutral	Neutral	Neutral	
SII08	Recoupment	None	None	None	None	Negative Neutral	Neutral Neutral	Negative 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 F&A01	Corporate Complaints (part of review) Finance - modernisation and efficiency	Don't Know Very Low	Don't Know Very Low	Don't Know Very Low	Don't Know Very Low	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know 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 F&A05	Property - management restructure Miscellaneous Property Portfolio	None None	None None	None None	None None	n/a n/a	n/a n/a	n/a n/a	n/a n/a	
F&A06	Property School Facilities Management Agre	None	None	None	None	n/a	n/a	n/a	n/a	
F&A07	Revenues & Benefits Commercial Partnershi	Very Low	None	Very Low	None	Neutral	Positive	Neutral	Positive	
C&M01 C&M02	Capital Financing & PFI	None	None	None	None	n/a	n/a	n/a	n/a	
C&M03	Energy Efficiency - result of lower consumpt Removal of contingency budgets	None None	None	None None	None None	Positive n/a	Positive n/a	Positive n/a	Positive n/a	
BIM01	Community Safety Partnership - review cont	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 BIM04	Corporate Improvement Team (corporate re Corporate Project Team - increase external	Low None	None None	Low None	None None	n/a n/a	n/a n/a	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 HR1	Reduction of Civics budget Not replacing Head of Service	Low None	Low None	None None	None None	n/a n/a	n/a n/a	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 ABS01	HR Direct - facilitate more self-service for ma PARIS - electronic Domiciliary Care Invoices	None None	None None	None None	None None	n/a n/a	n/a n/a	n/a n/a	n/a n/a	
ABS03	Receivership	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 ABS07	Restructure of Locality Services Benefits & Welfare Advice Service Review	None None	None	None None	None None	Negative Neutral	Neutral Neutral	Negative n/a	Neutral 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 CHS03	ICT Desktop Budget Young Carers - revised contribution to regio	None None	None None	None None	None None	n/a n/a	n/a n/a	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 CHS08	National Youth Advocacy Contract Child Protection Training	None	None	None	None	n/a	n/a	n/a	n/a	
CHS08 CHS09	Foster Home Adaptation Project	None None	None None	None None	None None	n/a n/a	n/a n/a	n/a n/a	n/a n/a	
CHS04	Contributions Policy for services provided for	None	None	None	None	n/a	n/a	n/a	n/a	
PPP02	Planning Policy - prioritise activity and cease	Very Low	None	Low	Very Low	Negative	Neutral	Negative	Neutral	
PPP03 PPP04	Development Management - increase incom Development Management - reduce training	None Low	None Very Low	None Medium	None Low	n/a Negative	n/a Neutral	n/a Neutral	n/a Don't Know	
PPP04 PPP05	Building Control - revise fee structure (inclu	Low	Very Low	Medium	Low	n/a	n/a	n/a	n/a	
PPP06	Built Service - review of conservation service	Medium	Low	Medium	Low	n/a	n/a	Negative	Neutral	
PPP09	Public Protection - closure of Pest Control Se	Low	Very Low	Medium	Low	n/a	n/a	n/a	n/a	
PPP10 PPP11	Pollution Control - review to consider minim Scientific Services - revert to statutory wate	Low Low	Very Low Very Low	Low Low	Very Low Very Low	n/a n/a	n/a n/a	n/a n/a	n/a n/a	
PPP11 PPP12	Trading Standards - stop providing consume	Low	Very Low Very Low	Low	Very Low Very Low	n/a n/a	n/a n/a	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	
	HRA Recharges	None	None	None	None	n/a	n/a	Neutral	Neutral	
HRA01	Demonstration of the state of t			None	None	Neutral	Neutral	Mogativo	Neutral	
EBA01	Remove Town & Area Plan Budgets Reduce Core Project/Development Budget	None	None					Negative Negative		
	Remove Town & Area Plan Budgets Reduce Core Project/Development Budget Reduce staffing supporting TAP activity	None None None	None None	None None	None	Neutral Neutral	Neutral	Negative Negative Neutral	Neutral Neutral	

		Partners							
Code	Project	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 H&ES08	Increase Cemetery Charges Reduce Rights of Way activity	n/a Negative	n/a Negative	n/a Negative	n/a Negative	Neutral Neutral	Neutral Neutral	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 H&ES14&15	Increase Civil Enforcement Activity (Parking Introduce Charges for Green Waste	Neutral Negative	Neutral Negative	n/a n/a	n/a n/a	Neutral Neutral	Neutral Neutral	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 H&ES20	Cessation of funding for all bedding / hangir Cuts to Countryside Services budgets	Negative Negative	Negative Negative	Negative Negative	Negative Negative	Neutral Neutral	Neutral Neutral	Neutral Negative	Neutral 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 CML06	Stop production of paper version of Leisure Centres - further increase income	Negative Neutral	Neutral Positive	Negative Neutral	Negative Positive	Negative n/a	Negative n/a	Neutral n/a	Neutral n/a
CML00	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 CML19	Youth Services - changes to open access	Negative	Negative	n/a	n/a	Negative	Negative	Negative	Negative
CML19 CML01	Youth Services - staffing structure Remove subsidy from Scala Prestatyn	Negative Negative	Negative Neutral	n/a Negative	n/a Negative	n/a Neutral	n/a Neutral	n/a Neutral	n/a 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 CMI12	Introduce charges for the use of the Drift Partially close or transfer Denbigh Town	Negative Negative	Neutral Negative	n/a Negative	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a 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 SII16	Library Service (Ruthin Craft Centre) Regional Consortium Office costs	n/a Neutral	n/a Neutral	Negative Neutral	Negative Neutral	n/a Neutral	n/a Neutral	n/a	n/a Neutral
SII16 SII11	School Library Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral Neutral	Neutral
SII10	Music Service - develop options	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SII14 SII09	School improvement discretionary subsidies	Negative	Neutral	Negative	Neutral	Negative	Neutral	Negative	Neutral
SII09 SCH04	Outdoor pursuits SLA Remove historic contingency budgets	Neutral Negative	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral 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 SCH06	Governor Support Demography reduction to reflect fall in pupi	Negative Negative	Positive Neutral	Negative Negative	Positive Neutral	Neutral Neutral	Neutral Neutral	n/a Neutral	n/a 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
SIIO6 SIIO3	Review Additional Learning Needs - remova Behaviour Support - property savings from I	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral
SII07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
SII01	Review Education Social Worker Service	Negative	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SII04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
SII05 SII08	Counselling Service Recoupment	Negative Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Negative Neutral	Neutral Neutral	Negative 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 F&A01	Corporate Complaints (part of review) Finance - modernisation and efficiency	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know n/a	Don't Know 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 F&A06	Miscellaneous Property Portfolio Property School Facilities Management Agre	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a
F&A07	Revenues & Benefits Commercial Partnershi	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 C&M03	Energy Efficiency - result of lower consumpt Removal of contingency budgets	Positive n/a	Positive n/a	Positive n/a	Positive n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a
BIM01	Community Safety Partnership - review cont	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 BIM05	Corporate Project Team - increase external Partnerships & Communities Team	n/a Negative	n/a Positive	n/a Negative	n/a Neutral	n/a n/a	n/a n/a	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 HR1	Reduction of Civics budget Not replacing Head of Service	Neutral n/a	Neutral n/a	Negative n/a	Neutral n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a
HR1 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 ABS01	HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices	Neutral Positive	Neutral Positive	n/a n/a	n/a n/a	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a
ABS01 ABS03	Receivership	n/a	n/a	n/a n/a	n/a n/a	n/a Neutral	n/a Neutral	n/a Neutral	n/a 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 ABS07	Restructure of Locality Services Benefits & Welfare Advice Service Review	Negative Neutral	Neutral Neutral	Neutral Negative	Neutral Neutral	Neutral Neutral	Neutral 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 CHS03	ICT Desktop Budget Young Carers - revised contribution to regio	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a
CHS05	Children with Disabilities - reduction to regio	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 CHS09	Child Protection Training Foster Home Adaptation Project	n/a n/a	n/a n/a	n/a Negative	n/a Negative	n/a Positive	n/a Positive	n/a Positive	n/a Positive
CHS04	Contributions Policy for services provided for	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 PPP04	Development Management - increase incom Development Management - reduce training	Neutral Neutral	Neutral Neutral	n/a n/a	n/a n/a	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral
PPP04 PPP05	Building Control - revise fee structure (inclu	Neutral	Neutral	n/a n/a	n/a n/a	Neutral	Neutral	Neutral	Neutral
PPP06	Built Service - review of conservation service	Negative	Neutral	Negative	Neutral	Neutral	Neutral	Neutral	Neutral
PPP09	Public Protection - closure of Pest Control Se	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
PPP10 PPP11	Pollution Control - review to consider minim Scientific Services - revert to statutory wate	n/a Neutral	n/a Neutral	n/a Negative	n/a Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral
PPP11 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 EBA02	Remove Town & Area Plan Budgets Reduce Core Project/Development Budget	Neutral Neutral	Neutral Neutral	Negative Negative	Neutral Neutral	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	Negative	Neutral	Neutral	Neutral	Neutral	Neutral

	Equalities								
Code	Project	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&ES12	Street Cleansing - reduce activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&ES09 H&ES08	Increase Cemetery Charges Reduce Rights of Way activity	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral
H&ES17	Reduce Road Safety Programme	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&ES18	Reduce Street Lighting Inspections	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1&ES19	Increase Civil Enforcement Activity (Parking	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
H&ES14&15	Introduce Charges for Green Waste	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1&ES01	Remove or reduce public transport subsidy	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1&ES13 1&ES11	Highways general cuts Cessation of funding for all bedding / hangir	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1&ES11	Cuts to Countryside Services budgets	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	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
ML04	Stop production of paper version of	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
:ML06	Leisure Centres - further increase income	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ML07	Rhyl Pavilion - restructure and introduction	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ML09 ML17	Llangollen Pavilion - explore most efficient Youth Services - changes to open access	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a Negative	n/a Neutral
ML19	Youth Services - staffing structure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ML01	Remove subsidy from Scala Prestatyn	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ML05	Review funding for Tourist Information	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ML08	Rhyl Pavilion Operating model	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ML10	Introduce charges for the use of the Drift	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
MI12	Partially close or transfer Denbigh Town	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ML13 ML15	Library Service - modernisation programme	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ML15 ML16	Library Service (Arts) Library Service (Ruthin Craft Centre)	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a
II16	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
10	School Library Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1110	Music Service - develop options	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1114	School improvement discretionary subsidies	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral
61109	Outdoor pursuits SLA	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
CH04	Remove historic contingency budgets	n/a	n/a	n/a	n/a	Neutral	Neutral	Neutral	Neutral
CH02	Clothing Grants	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
CH03	Remission claims	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
CH05 CH06	Governor Support Demography reduction to reflect fall in pupi	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a Neutral	n/a Neutral	Neutral Neutral	Neutral Neutral
CH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CH01	Furniture & Equipment Service for Schools	n/a	n/a	n/a	n/a	n/a	n/a	Neutral	Neutral
1106	Review Additional Learning Needs - remova	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1103	Behaviour Support - property savings from I	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1107	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1101	Review Education Social Worker Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1104	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
1105 1108	Counselling Service	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral
ES01	Recoupment Website Advertising - scope for additional in	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ES02	Rhyl One Stop Shop Review	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
ES04	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
&A01	Finance - modernisation and efficiency	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
&A02	Finance - external funding team, removal of	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
&A03	Property - Office Accommodation Rationalis	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
&A04 &A05	Property - management restructure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
&A05	Miscellaneous Property Portfolio Property School Facilities Management Agre	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a
&A07	Revenues & Benefits Commercial Partnershi	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
&M02	Energy Efficiency - result of lower consumpt	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IM01	Community Safety Partnership - review con	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
IM02	Information Management - service redesign	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
IM03 IM04	Corporate Improvement Team (corporate re Corporate Project Team - increase external	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral n/a
IM05	Partnerships & Communities Team	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a
IM06	Internal Audit	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
&D02	Reduce the Number of Committee Meetings	n/a	n/a	n/a	n/a				
&D04	Reduction of Civics budget	- 1-				n/a	n/a	n/a	n/a
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Not replacing Head of Service	n/a	n/a	n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a
IR2	Not replacing Head of Service Staff Training & Development - greater use	n/a Neutral	n/a Neutral	n/a Neutral	n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral
IR2 HR05	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consic	n/a Neutral Neutral	n/a Neutral Neutral	n/a Neutral Neutral	n/a n/a <u>Neutral</u> Neutral	n/a n/a Neutral Neutral	n/a n/a Neutral Neutral	n/a n/a Neutral Neutral	n/a n/a Neutral Neutral
IR2 HR05 HR06	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consic HR Direct - facilitate more self-service for m	n/a Neutral Neutral Neutral	n/a Neutral Neutral Neutral	n/a Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral
IR2 HR05 HR06 IBS01	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices	n/a Neutral Neutral Neutral n/a	n/a Neutral Neutral Neutral n/a	n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a
IR2 HR05 HR06 IBS01 IBS03	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership	n/a Neutral Neutral Neutral n/a Neutral	n/a Neutral Neutral Neutral n/a Neutral	n/a Neutral Neutral Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral n/a Neutral
R2 HR05 HR06 BS01 BS03 BS08	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices	n/a Neutral Neutral Neutral n/a	n/a Neutral Neutral Neutral n/a	n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral n/a
R2 HR05 HR06 BS01 BS03 BS08 BS08 BS04 BS05	Not replacing Head of Service Staff Training & Development - greater use of HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai	n/a Neutrai Neutrai n/a Neutrai Neutrai Neutrai Neutrai	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral
R2 HR05 HR06 BS01 BS03 BS08 BS08 BS04 BS05 BS05 BS07	Not replacing Head of Service Staff Training & Development - greatr use I HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral
R2 HR05 HR06 BS01 BS03 BS08 BS04 BS05 BS05 BS07 BS02	Not replacing Head of Service Staff Training & Development - greater use of HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral
R2 HR05 HR06 BS01 BS03 BS08 BS04 BS05 BS07 BS02 HS01	Not replacing Head of Service Staff Training & Development - greatr use of HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral
R2 HR05 HR06 BS01 BS03 BS08 BS08 BS04 BS05 BS05 BS07 BS02 HS01 HS01	Not replacing Head of Service Staff Training & Development - greatr use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Involces Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a
R2 HR05 HR06 BS01 BS08 BS08 BS08 BS08 BS04 BS05 BS07 BS02 HS01 HS02 HS03	Not replacing Head of Service Staff Training & Development - greater use of HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a
R2 HR05 BS01 BS03 BS08 BS04 BS05 BS05 BS07 BS02 HS01 HS02 HS03 HS05	Not replacing Head of Service Staff Training & Development - greatr use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Involces Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a
R2 HR05 BS01 BS03 BS08 BS04 BS05 BS07 BS02 HS01 HS02 HS03 HS05 HS05 HS05	Not replacing Head of Service Staff Training & Development - greatr use I HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral n/a n/a n/a N/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a N/a N/a	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a N/a Neutral
R2 HR05 BS01 BS03 BS08 BS04 BS05 BS07 BS02 HS01 HS01 HS02 HS03 HS05 HS05 HS06 HS06 HS07	Not replacing Head of Service Staff Training & Development - great use ( HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai neutrai n/a n/a n/a n/a n/a	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a
R2 HR05 HR06 BS01 BS03 BS08 BS04 BS05 BS07 BS02 HS01 HS02 HS03 HS05 HS05 HS05 HS06 HS07 HS08 HS09	Not replacing Head of Service Staff Training & Development - great use ( HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a n/a n/a n/a n/a n/a n/a n/a n/a N/a N/a N/a N/a N/a N/a	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a Neutral
R2 HR05 BS01 BS03 BS08 BS08 BS08 BS04 BS05 BS07 BS02 HS01 HS03 HS05 HS05 HS05 HS06 HS07 HS08 HS09 HS09 HS09	Not replacing Head of Service Staff Training & Development - greatr use of HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy for services provided for	n/a           Neutral           Neutral           n/a           Neutral           Neutral           Neutral           Neutral           Neutral           Neutral           Neutral           Neutral           Neutral           n/a           Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a N/a Neutral N/a Neutral Neutral Neutral N/a N/a N/a N/a N/a N/a N/a N/a	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a N/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a N/a n/a n/a N/a N/a N/a N/a N/a N/a N/a N/a N/a N	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a N/a N/a N/a N/a N/a N/a N/a N/a N/a N	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a N/a N/a N/a N/a N/a N/a N/a N/a N/a N	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a
R2 R4R05 R4R05 B501 B503 B503 B503 B505 B505 B505 B505 B505	Not replacing Head of Service Staff Training & Development - great use i HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy for services provided fc Planning Policy - prioritise activity and cease	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a n/a Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a Neutral n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral Neutral Neutral Neutral Neutral
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R2 HR05 HR06 BS01 BS03 BS08 BS04 BS05 BS07 HS01 HS02 HS01 HS02 HS03 HS05 HS07 HS08 HS06 HS07 HS08 HS09 HS09 HS04 HS04 PP02 PP03 PP04	Not replacing Head of Service Staff Training & Development - greatr use i HR Management - review school SLA, consid HR Direct - facilitate more self-service for m. PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy - prioritise activity and cease Development Management - increase incom Development Management - reduce training	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral
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R2 HR05 HR06 HR06 BS01 BS03 BS04 BS04 BS05 BS07 HS01 HS02 HS01 HS02 HS07 HS06 HS07 HS08 HS07 HS08 HS07 HS08 HS07 HS04 PP02 PP03 PP04 PP05 PP06	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget out realign to current require ICT Desktop Budget - realign to current require ICT Desktop Budget - reduction to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy for services provided fo Planning Policy - prioritise activity and cease Development Management - increase incor Development Management - increase incor Bevelopment Management - increase incor	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a n/a n/a n/a n/a n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral
R2 HR05 HR06 BS01 BS03 BS04 BS04 BS07 HS01 HS02 HS01 HS02 HS03 HS05 HS07 HS08 HS07 HS08 HS07 HS08 HS07 HS08 HS09 HS04 HS09 HS04 HS04 HS04 HS09 HS04 HS04 HS04 HS04 HS04 HS04 HS05 HS04 HS05 HS04 HS06 HS07 HS08 HS08 HS07 HS08 HS08 HS07 HS08 HS08 HS08 HS08 HS08 HS08 HS08 HS08	Not replacing Head of Service Staff Training & Development - greatr use of HR Management - review school SLA, consid HR Direct - facilitate more self-service for m. PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy for services provided for Planning Policy - prioritise activity and cease Development Management - increase incom Development Management - reduce training Building control - revise fee structure (inclu Built Service - revise of conservation servic	n/a           Neutral           Neutral           n/a           Neutral           n/a           n/a           n/a           n/a           n/a           n/a           n/a           n/a           Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral
IR2 HR05 HR06 BS01 BS03 BS03 BS03 BS05 BS05 BS07 HS01 HS01 HS02 HS06 HS06 HS06 HS07 HS08 HS09 HS04 HS07 HS07 HS07 HS07 HS07 HS07 HS07 HS07	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget out realign to current require ICT Desktop Budget - realign to current require ICT Desktop Budget - reduction to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy for services provided fo Planning Policy - prioritise activity and cease Development Management - increase incor Development Management - increase incor Bevelopment Management - increase incor	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a n/a n/a n/a n/a n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral
R2           HR05           HR06           HR06           BS01           BS03           BS04           BS05           BS07           BS07           HS01           HS02           HS01           HS02           HS03           HS05           HS06           HS07           HS08           HS09           HS04           PP02           PP03           PP04           PP05           PP06           PP09           PP10           PP11	Not replacing Head of Service Staff Training & Development - greater use i HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to requi Adoption support costs National Youth Advocacy Contract Contributions Policy for services provided for Planning Policy - prioritise activity and cease Development Management - increase incom Development Management - increase incom	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral
IR2           IHR05           IHR06           IHR06           IBS01           IBS03           IBS03           IBS03           IBS03           IBS04           IBS05           IBS07           IHS01           IHS02           IHS03           IHS06           IHS07           IHS08           IHS09           IHS09           IHS09           IHS04           IPP03           IPP03           IPP06           IPP09           IPP10           IPP11           IPP08	Not replacing Head of Service Staff Training & Development - greater use i HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to requi Adoption support costs National Youth Advocacy Contract Contributions Policy for services provided for Planning Policy - prioritise activity and cease Development Management - increase incom Development Services - revert to statutory wate Trading Standards - stop providing consum Tabile Protection - closure of CCTV Service	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a N/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a N/a N/a N/a N/a N/a N/a N/a N/a N/a N	n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral
HR2           HR05           HHR05           HHR06           ABS01           ABS03           ABS03           ABS04           ABS05           ABS04           ABS05           HS02           CH501           HS02           HS03           CH501           HS05           HS06           HS07           CH508           HS09           HS09           HS09           HS09           HS01           HS02           HS03           CH504           PPP03           PPP04           PPP05           PPP06           PPP11           PPP08	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy - prioritise activity and cease Development Management - increase incom Development Management - increase incom Development Management - reduce training Building Control - revise to conservation service Public Protection - closure of Pest Control S Polluution Control - revise to statutory wate Trading Standards - stop providing consums Public Protection - closure of CCTV Services HARA Recharges	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a n/a n/a n/a n/a n/a n/a Neutrai	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral
IR1           IR2           IR2           IR2           IR2           IR1R05           IR1R01           IR201	Not replacing Head of Service Staff Training & Development - greatr use i HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to cegu Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy to revices provided for Planning Policy - prioritise activity and cease Development Management - increase incom Development Management - reduce training Building Control - revise fee structure (inclu Built Service - review of conservation servic Public Protection - closure of Pest Control S Pollution Control - review to consider minim Scientific Services - revert to statutory wate trading Standards - stop providing consume Public Protection - closure of CCTV Service HRA Recharges	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a Neutral	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral n/a Neutral	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a Neutral n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral
HR2           HR05           HHR05           HHR06           ABS01           ABS03           ABS03           ABS04           ABS05           ABS04           ABS05           HS02           CH501           HS02           HS03           CH501           HS05           HS06           HS07           CH508           HS09           HS09           HS09           HS09           HS01           HS02           HS03           CH504           PPP03           PPP04           PPP05           PPP06           PPP11           PPP08	Not replacing Head of Service Staff Training & Development - greater use HR Management - review school SLA, consid HR Direct - facilitate more self-service for m PARIS - electronic Domiciliary Care Invoices Receivership Cefndy Enterprises Workforce Development Restructure of Locality Services Benefits & Welfare Advice Service Review Provider Service - Outsourcing Staffing Budgets - realign to current require ICT Desktop Budget Young Carers - revised contribution to regio Children with Disabilities - reduction to equi Adoption support costs National Youth Advocacy Contract Child Protection Training Foster Home Adaptation Project Contributions Policy - prioritise activity and cease Development Management - increase incom Development Management - increase incom Development Management - reduce training Building Control - revise to conservation service Public Protection - closure of Pest Control S Polluution Control - revise to statutory wate Trading Standards - stop providing consums Public Protection - closure of CCTV Services HARA Recharges	n/a Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai Neutrai n/a n/a n/a n/a n/a n/a n/a Neutrai	n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral	n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral Neutral n/a Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral	n/a n/a Neutral Neutral Neutral Neutral Neutral Neutral Neutral Neutral n/a n/a n/a n/a n/a n/a Neutral

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Code	Project	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&ES12 H&ES09	Street Cleansing - reduce activity Increase Cemetery Charges	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Negative	Neutral Negative	
H&ES08	Reduce Rights of Way activity	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
H&ES17	Reduce Road Safety Programme	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
H&ES18	Reduce Street Lighting Inspections	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
H&ES19 H&ES14&15	Increase Civil Enforcement Activity (Parking Introduce Charges for Green Waste	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Negative Negative	Negative Neutral	
H&ES01	Remove or reduce public transport subsidy	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Negative	
H&ES13	Highways general cuts	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
H&ES11 H&ES20	Cessation of funding for all bedding / hangir Cuts to Countryside Services budgets	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	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 Leisure Centres - further increase income	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Negative	Neutral	
CML06 CML07	Rhyl Pavilion - restructure and introduction	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	Negative Negative	Neutral 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 CML01	Youth Services - staffing structure Remove subsidy from Scala Prestatyn	n/a Neutral	n/a Neutral	n/a	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	
CML01 CML05	Review funding for Tourist Information	Neutral	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	
CMI12 CML13	Partially close or transfer Denbigh Town Library Service - modernisation programme	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a	n/a Neutral	n/a 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	
SII16 SII11	Regional Consortium Office costs School Library Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
SII11 SII10	School Library Service Music Service - develop options	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	
SII14	School improvement discretionary subsidies	Negative	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
SII09	Outdoor pursuits SLA	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
SCH04 SCH02	Remove historic contingency budgets Clothing Grants	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral n/a	Neutral n/a	Neutral Negative	Neutral Neutral	
SCH02	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 SCH07	Demography reduction to reflect fall in pupi Use of Corporate Plan additional funding to	Neutral	Neutral	Neutral	Neutral	n/a n/a	n/a	Neutral	Neutral	
SCH07	Furniture & Equipment Service for Schools	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a	n/a n/a	n/a Neutral	n/a Neutral	
SII06	Review Additional Learning Needs - remova	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
SII03	Behaviour Support - property savings from a	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
SII07 SII01	Specialist equipment - reduce budget to ma Review Education Social Worker Service	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	
SII04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
SII05	Counselling Service	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
SII08 CES01	Recoupment	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
CES01 CES02	Website Advertising - scope for additional in Rhyl One Stop Shop Review	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a n/a	n/a n/a	n/a Neutral	n/a 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 F&A03	Finance - external funding team, removal of Property - Office Accommodation Rationalis	n/a n/a	n/a n/a	n/a Neutral	n/a Neutral	n/a n/a	n/a n/a	n/a Neutral	n/a 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 Agre	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
F&A07 C&M01	Revenues & Benefits Commercial Partnershi Capital Financing & PFI	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a	Positive 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 BIM02	Community Safety Partnership - review con Information Management - service redesign	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	
BIM02	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 L&D02	Internal Audit Reduce the Number of Committee Meetings	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	Neutral n/a	Neutral 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 SHR05	Staff Training & Development - greater use HR Management - review school SLA, consid	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	n/a n/a	n/a n/a	
SHR05	HR Management - review school SLA, consid HR Direct - facilitate more self-service for m	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	n/a n/a	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	Receivership	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
ABS08 ABS04	Cefndy Enterprises Workforce Development	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	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 CHS01	Provider Service - Outsourcing Staffing Budgets - realign to current require	Neutral	Neutral	Negative	Negative	Neutral	Neutral	Negative	Neutral	
CHS01 CHS02	Staffing Budgets - realign to current require ICT Desktop Budget	n/a n/a	n/a n/a	n/a n/a	n/a n/a	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 CHS07	Adoption support costs National Youth Advocacy Contract	n/a n/a	n/a n/a	n/a n/a	n/a n/a	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 PPP03	Planning Policy - prioritise activity and cease Development Management - increase incom	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Negative	Neutral 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 PPP09	Built Service - review of conservation service Public Protection - closure of Pest Control Se	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
PPP09 PPP10	Public Protection - closure of Pest Control Se Pollution Control - review to consider minim	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral	Negative 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 EBA01	HRA Recharges Remove Town & Area Plan Budgets	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Neutral	n/a Negative	n/a 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	

		Environment						
Code	Project	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 H&ES08	Increase Cemetery Charges Reduce Rights of Way activity	n/a Positive	n/a Positive	n/a Positive	n/a 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 H&ES14&15	Increase Civil Enforcement Activity (Parking Introduce Charges for Green Waste	n/a	n/a	Negative Positive	Neutral Positive			
H&ES01	Remove or reduce public transport subsidy	n/a n/a	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 / hangin	Neutral	Neutral	Positive	Positive			
H&ES20 CML02	Cuts to Countryside Services budgets Restructure of Strategic Leisure	Negative n/a	Negative n/a	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 CML07	Leisure Centres - further increase income Rhyl Pavilion - restructure and introduction	n/a n/a	n/a n/a	Positive n/a	Positive 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 CML05	Remove subsidy from Scala Prestatyn Review funding for Tourist Information	n/a n/a	n/a n/a	n/a Neutral	n/a Neutral			
CML05	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			
CMI12	Partially close or transfer Denbigh Town	n/a	n/a	Positive	Positive			
CML13 CML15	Library Service - modernisation programme Library Service (Arts)	n/a n/a	n/a n/a	n/a Positive	n/a Positive			
CML15 CML16	Library Service (Arts) Library Service (Ruthin Craft Centre)	n/a n/a	n/a n/a	n/a	n/a			
SII16	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral			
SII11	School Library Service	Neutral	Neutral	Neutral	Neutral			
SII10 SII14	Music Service - develop options	Neutral Neutral	Neutral Neutral	Neutral Negative	Neutral Neutral			
SII14 SII09	School improvement discretionary subsidies Outdoor pursuits SLA	Neutral	Neutral	Negative Neutral	Neutral			
SCH04	Remove historic contingency budgets	Neutral	Neutral	Neutral	Neutral			
SCH02	Clothing Grants	n/a	n/a	n/a	n/a			
SCH03 SCH05	Remission claims Governor Support	n/a	n/a	n/a	n/a			
SCH05	Demography reduction to reflect fall in pupi	n/a Neutral	n/a Neutral	n/a Negative	n/a 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			
SII06 SII03	Review Additional Learning Needs - remova Behaviour Support - property savings from I	Neutral Neutral	Neutral	Neutral	Neutral			
SII05	Specialist equipment - reduce budget to ma	Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral			
SII01	Review Education Social Worker Service	Neutral	Neutral	Neutral	Neutral			
SII04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral			
SII05 SII08	Counselling Service	Neutral	Neutral	Negative	Neutral			
CES01	Recoupment Website Advertising - scope for additional in	Neutral n/a	Neutral n/a	Neutral n/a	Neutral n/a			
CES02	Rhyl One Stop Shop Review	n/a	n/a	Neutral	Neutral			
CES04	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know			
F&A01 F&A02	Finance - modernisation and efficiency Finance - external funding team, removal of	n/a n/a	n/a n/a	n/a n/a	n/a n/a			
F&A02	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 F&A07	Property School Facilities Management Agre Revenues & Benefits Commercial Partnershi	n/a n/a	n/a n/a	Positive Neutral	Positive 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 BIM02	Community Safety Partnership - review con Information Management - service redesign	n/a n/a	n/a n/a	n/a Positive	n/a 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 L&D02	Internal Audit Reduce the Number of Committee Meetings	n/a n/a	n/a n/a	n/a n/a	n/a n/a			
L&D02	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 SHR05	Staff Training & Development - greater use	n/a	n/a	n/a	n/a			
SHR05 SHR06	HR Management - review school SLA, consid HR Direct - facilitate more self-service for m	n/a n/a	n/a n/a	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 ABS04	Cefndy Enterprises Workforce Development	n/a n/a	n/a n/a	n/a Negative	n/a Neutral			
ABS04 ABS05	Restructure of Locality Services	n/a n/a	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			
CHS01 CHS02	Staffing Budgets - realign to current require ICT Desktop Budget	n/a n/a	n/a n/a	n/a n/a	n/a n/a			
CHS02 CHS03	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a			
CHS05	Children with Disabilities - reduction to equ	n/a	n/a	n/a	n/a			
CHS06	Adoption support costs	n/a	n/a	n/a	n/a			
CHS07 CHS08	National Youth Advocacy Contract 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	Neutral	Positive			
CHS04	Contributions Policy for services provided for	n/a	n/a	n/a	n/a			
PPP02	Planning Policy - prioritise activity and cease	n/a	n/a	n/a	n/a			
PPP03 PPP04	Development Management - increase incon Development Management - reduce training	n/a n/a	n/a n/a	n/a n/a	n/a n/a			
PPP04 PPP05	Building Control - revise fee structure (inclu	n/a	n/a	n/a	n/a			
PPP06	Built Service - review of conservation service	n/a	n/a	Positive	Neutral			
PPP09	Public Protection - closure of Pest Control S	n/a	n/a	Positive	Neutral			
PPP10 PPP11	Pollution Control - review to consider minin Scientific Services - revert to statutory wate	n/a n/a	n/a n/a	Positive Positive	Neutral			
PPP11 PPP12	Trading Standards - stop providing consume	n/a n/a	n/a n/a	Positive n/a	Neutral 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 EBA02	Remove Town & Area Plan Budgets	Neutral	Neutral	Neutral	Neutral			
EBA02 EBA03	Reduce Core Project/Development Budget Reduce staffing supporting TAP activity	Neutral Neutral	Neutral Neutral	Neutral Neutral	Neutral Neutral			