

Freedom & Flexibilities Phases 1 & 2

Impact Assessment

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

Freedom & Flexibilities

Briefing on Overall Impact – Phases 1 & 2

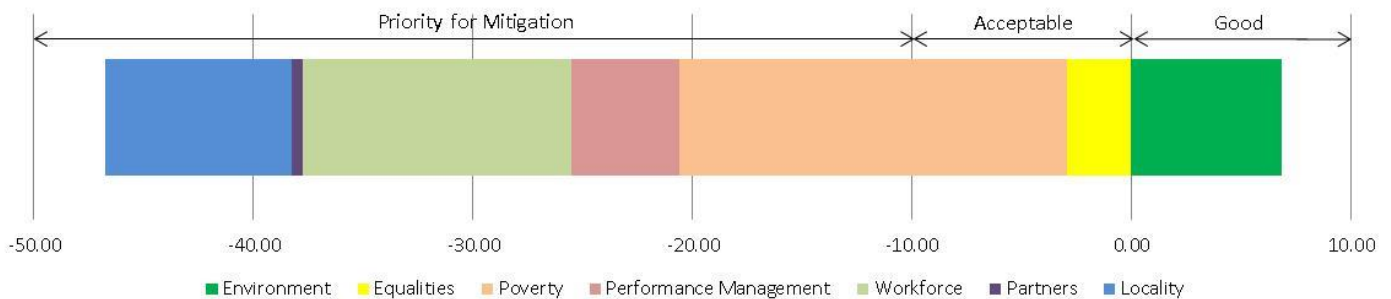
The following has been drawn from an impact assessment exercise carried out on all 102 projects included in phases 1 and 2 of the Freedom & Flexibilities programme. The analysis below is based on what Heads of Service believe the impact of their proposals will be.

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

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

Overall Impact

Freedom & Flexibilities - Overall Worst Impact



Overall Likely Impact



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

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

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

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

1. Workforce

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

2. Partners

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

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

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

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

3. Locality

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

4. Poverty

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

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

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

5. Performance Management

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

Project
Leisure Centres - further increase efficiency
Rhyl Pavilion Operating model

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

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

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

6. Equalities

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

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

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

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

Analysis

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

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

Risk Management

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

1. Reputation

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

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

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

2. Health & Safety

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

3. Professional Standards

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

4. Compliance Legal / Regulatory

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

Code	Project	Workforce				Risk Mar			
		Staffing Level Worst Impact	Staffing Level Likely Impact	Skills / Training Worst Impact	Skills / Training Likely Impact	Reputation Worst Impact	Reputation Likely Impact	Health & Safety Worst Impact	Health & Safety Likely
H&E512	Street Cleansing - reduce activity	Negative	Neutral	n/a	n/a	High	Medium	Very Low	None
H&E509	Increase Cemetery Charges	n/a	n/a	n/a	n/a	Medium	Medium	None	None
H&E508	Reduce Rights of Way activity	Negative	Negative	Negative	Neutral	Low	Medium	Medium	Very Low
H&E517	Reduce Road Safety Programme	Negative	Neutral	Negative	Neutral	Low	Medium	Very High	Medium
H&E518	Reduce Street Lighting Inspections	Negative	Neutral	n/a	n/a	Very Low	Very Low	Medium	Very Low
H&E519	Increase Civil Enforcement Activity (Parking)	Neutral	Neutral	n/a	n/a	Low	Medium	None	None
H&E514&15	Introduce Charges for Green Waste	n/a	n/a	n/a	n/a	Very High	High	None	None
H&E501	Remove or reduce public transport subsidy	Negative	Negative	Negative	Neutral	Very High	Very High	None	None
H&E513	Highways general cuts	Negative	Negative	Negative	Neutral	Very High	Medium	High	None
H&E511	Cessation of funding for all bedding / hanging	Negative	Negative	Negative	Neutral	High	Medium	None	None
H&E520	Cuts to Countryside Services budgets	Negative	Negative	Negative	Neutral	Medium	Low	Low	Very Low
CML02	Restructure of Strategic Leisure	Negative	Negative	Negative	Negative	None	None	None	None
CML03	Reduce spend on recruitment advertising	n/a	n/a	n/a	n/a	None	None	None	None
CML04	Stop production of paper version of	n/a	n/a	n/a	n/a	Medium	Low	None	None
CML06	Leisure Centres - further increase income	Negative	Neutral	n/a	n/a	Medium	Low	None	None
CML07	Rhyl Pavilion - restructure and introduction	Negative	Negative	Negative	Neutral	Medium	Low	None	None
CML09	Llangollen Pavilion - explore most efficient	n/a	n/a	n/a	n/a	Low	Very Low	None	None
CML17	Youth Services - changes to open access	Negative	Negative	Neutral	Neutral	Medium	Medium	None	None
CML19	Youth Services - staffing structure	Negative	Negative	Negative	Neutral	Low	None	None	None
CML01	Remove subsidy from Scala Prestatyn	n/a	n/a	n/a	n/a	Medium	Low	None	None
CML05	Review funding for Tourist Information	n/a	n/a	n/a	n/a	Medium	Low	None	None
CML08	Rhyl Pavilion Operating model	Negative	Neutral	Negative	Neutral	High	Low	None	None
CML10	Introduce charges for the use of the Drift	Negative	Negative	Neutral	Neutral	High	Medium	Very High	Medium
CML12	Partially close or transfer Denbigh Town	Negative	Negative	Negative	Negative	Low	Low	Very Low	Very Low
CML13	Library Service - modernisation programme	Negative	Negative	Neutral	Neutral	High	Medium	None	None
CML15	Library Service (Arts)	Negative	Negative	n/a	n/a	Medium	Medium	None	None
CML16	Library Service (Ruthin Craft Centre)	n/a	n/a	n/a	n/a	Low	Low	None	None
SI116	Regional Consortium Office costs	Neutral	Neutral	Neutral	Neutral	None	None	None	None
SI111	School Library Service	Neutral	Neutral	Neutral	Neutral	Medium	Low	None	None
SI110	Music Service - develop options	Neutral	Neutral	Negative	Positive	Very High	Low	None	None
SI114	School improvement discretionary subsidies	Negative	Neutral	Negative	Neutral	High	Low	None	None
SI09	Outdoor pursuits SLA	Neutral	Neutral	Negative	Neutral	Low	Low	Very High	None
SCH04	Remove historic contingency budgets	n/a	n/a	n/a	n/a	None	None	None	None
SCH02	Clothing Grants	n/a	n/a	n/a	n/a	Medium	Very Low	None	None
SCH03	Remission claims	n/a	n/a	n/a	n/a	Very Low	Very Low	None	None
SCH05	Governor Support	Negative	Negative	Negative	Positive	Very Low	Very Low	None	None
SCH06	Demography reduction to reflect fall in pupil	Negative	Negative	Neutral	Neutral	Very Low	Very Low	None	None
SCH07	Use of Corporate Plan additional funding to	n/a	n/a	n/a	n/a	None	None	None	None
SCH01	Furniture & Equipment Service for Schools	n/a	n/a	n/a	n/a	Very Low	None	Low	Very Low
SI06	Review Additional Learning Needs - removal	Neutral	Positive	Neutral	Positive	None	None	None	None
SI03	Behaviour Support - property savings from	Neutral	Positive	Neutral	Positive	None	None	None	None
SI07	Specialist equipment - reduce budget to ma	Neutral	Neutral	Neutral	Neutral	Low	None	None	None
SI01	Review Education Social Worker Service	Negative	Neutral	Neutral	Neutral	Medium	Very Low	None	None
SI04	Review Educational Psychology Service	Neutral	Neutral	Neutral	Neutral	Low	Very Low	None	None
SI05	Counselling Service	Negative	Neutral	Negative	Neutral	Medium	Low	Low	None
SI08	Recoupment	Neutral	Neutral	Neutral	Neutral	None	None	None	None
CES01	Website Advertising - scope for additional in	n/a	n/a	n/a	n/a	Very Low	Very Low	None	None
CES02	Rhyl One Stop Shop Review	Negative	Neutral	Neutral	Positive	Very Low	Very Low	Low	Very Low
CES04	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	Negative	Neutral	Negative	Neutral	None	None	None	None
F&A02	Finance - external funding team, removal of	Negative	Neutral	Negative	Neutral	None	None	None	None
F&A03	Property - Office Accommodation Rationalis	n/a	n/a	n/a	n/a	None	None	None	None
F&A04	Property - management restructure	Negative	Negative	n/a	n/a	None	None	None	None
F&A05	Miscellaneous Property Portfolio	n/a	n/a	n/a	n/a	None	None	None	None
F&A06	Property School Facilities Management Agree	Negative	Negative	Neutral	Neutral	None	None	None	None
F&A07	Revenues & Benefits Commercial Partnersh	Neutral	Positive	Neutral	Positive	Very Low	None	None	None
C&M01	Capital Financing & PFI	n/a	n/a	n/a	n/a	None	None	None	None
C&M02	Energy Efficiency - result of lower consumpt	n/a	n/a	n/a	n/a	None	None	None	None
C&M03	Removal of contingency budgets	n/a	n/a	n/a	n/a	None	None	None	None
BIM01	Community Safety Partnership - review con	n/a	n/a	n/a	n/a	Very Low	None	None	None
BIM02	Information Management - service redesign	Negative	Neutral	Negative	Neutral	Medium	Very Low	None	None
BIM03	Corporate Improvement Team (corporate re	Negative	Negative	Negative	Negative	Low	None	None	None
BIM04	Corporate Project Team - increase external	n/a	n/a	n/a	n/a	None	None	None	None
BIM05	Partnerships & Communities Team	Negative	Neutral	Negative	Neutral	None	None	None	None
BIM06	Internal Audit	Negative	Negative	Negative	Negative	None	None	None	None
L&D02	Reduce the Number of Committee Meetings	Neutral	Neutral	Neutral	Neutral	Medium	Low	None	None
L&D04	Reduction of Civics budget	n/a	n/a	n/a	n/a	Low	Low	None	None
HR1	Not replacing Head of Service	n/a	n/a	n/a	n/a	None	None	None	None
HR2	Staff Training & Development - greater use	Negative	Negative	Negative	Neutral	Low	None	None	None
SHR05	HR Management - review school SLA, consi	Negative	Negative	Neutral	Neutral	Low	None	None	None
SHR06	HR Direct - facilitate more self-service for m	Negative	Negative	n/a	n/a	Low	None	None	None
ABS01	PARIS - electronic Domiciliary Care Invoices	n/a	n/a	n/a	n/a	None	None	None	None
ABS03	Receivership	Negative	Negative	Neutral	Neutral	Very Low	None	None	None
ABS08	Cefndy Enterprises	Neutral	Neutral	Neutral	Neutral	None	None	None	None
ABS04	Workforce Development	Negative	Negative	Negative	Neutral	Low	Very Low	Very Low	None
ABS05	Restructure of Locality Services	n/a	n/a	Negative	Negative	None	None	None	None
ABS07	Benefits & Welfare Advice Service Review	Negative	Negative	Negative	Negative	Medium	Low	None	None
ABS02	Provider Service - Outsourcing	Negative	Negative	n/a	n/a	Very High	High	None	None
CHS01	Staffing Budgets - realign to current require	Negative	Neutral	n/a	n/a	None	None	None	None
CHS02	ICT Desktop Budget	n/a	n/a	n/a	n/a	None	None	None	None
CHS03	Young Carers - revised contribution to regio	n/a	n/a	n/a	n/a	None	None	None	None
CHS05	Children with Disabilities - reduction to equi	n/a	n/a	n/a	n/a	Very Low	Very Low	Very Low	None
CHS06	Adoption support costs	n/a	n/a	n/a	n/a	Medium	None	None	None
CHS07	National Youth Advocacy Contract	n/a	n/a	n/a	n/a	Medium	Low	None	None
CHS08	Child Protection Training	n/a	n/a	Negative	Neutral	None	None	None	None
CHS09	Foster Home Adaptation Project	n/a	n/a	n/a	n/a	None	None	None	None
CHS04	Contributions Policy for services provided fo	n/a	n/a	n/a	n/a	High	Medium	None	None
PPP02	Planning Policy - prioritise activity and cease	Negative	Don't Know	Neutral	Don't Know	Medium	Very Low	None	None
PPP03	Development Management - increase incom	Neutral	Neutral	Neutral	Don't Know	Medium	Very Low	None	None
PPP04	Development Management - reduce training	Neutral	Neutral	n/a	n/a	Low	Very Low	None	None
PPP05	Building Control - revise fee structure (inclu	Neutral	Neutral	Negative	Neutral	Very Low	Very Low	None	None
PPP06	Build Service - review of conservation serv	Negative	Negative	Negative	Negative	High	Medium	Medium	Low
PPP09	Public Protection - closure of Pest Control S	Negative	Negative	Negative	Neutral	High	Medium	Medium	Low
PPP10	Pollution Control - review to consider minim	Negative	Don't Know	Don't Know	Don't Know	Low	Low	Low	Very Low
PPP11	Scientific Services - revert to statutory wate	Negative	Negative	n/a	n/a	Low	Low	Low	Very Low
PPP12	Trading Standards - stop providing consume	Negative	Negative	n/a	n/a	Low	Low	Very Low	None
PPP08	Public Protection - closure of CCTV Service	Negative	Negative	n/a	n/a	Very High	High	High	Medium
HRA01	HRA Recharges	n/a	n/a	n/a	n/a	None	None	None	None
EBA01	Remove Town & Area Plan Budgets	Neutral	Neutral	Neutral	Neutral	Low	None	None	None
EBA02	Reduce Core Project/Development Budget	Neutral	Neutral	Neutral	Neutral	Low	None	None	None
EBA03	Reduce staffing supporting TAP activity	Neutral	Neutral	Neutral	Neutral	Very Low	None	None	None
EBA04	Reduce non-staffing elements TAP activity	Neutral	Neutral	Neutral	Neutral	Low	None	None	None

Code	Project	Management				Performance Management			
		Professional Standards Worst Impact	Professional Standards Likely Impact	Compliance Legal / Regulatory Worst Impact	Compliance Legal / Regulatory Likely Impact	National Indicators Worst Impact	National Indicators Likely Impact	Corporate Plan Worst Impact	Corporate Plan Likely Impact
H&E512	Street Cleansing - reduce activity	Low	None	Very Low	None	Negative	Neutral	Negative	Neutral
H&E509	Increase Cemetery Charges	None	None	None	None	n/a	n/a	n/a	n/a
H&E508	Reduce Rights of Way activity	None	None	Very Low	None	Negative	Negative	Negative	Negative
H&E517	Reduce Road Safety Programme	None	None	None	None	n/a	n/a	Negative	Negative
H&E518	Reduce Street Lighting Inspections	Very Low	None	Very Low	None	Negative	Negative	Negative	Neutral
H&E519	Increase Civil Enforcement Activity (Parking)	None	None	None	None	n/a	n/a	Positive	Neutral
H&E514&15	Introduce Charges for Green Waste	None	None	None	None	Negative	Negative	n/a	n/a
H&E501	Remove or reduce public transport subsidy	None	None	None	None	Negative	Negative	Negative	Negative
H&E513	Highways general cuts	None	None	Medium	Low	Negative	Negative	Negative	Negative
H&E511	Cessation of funding for all bedding / hanging	None	None	None	None	n/a	n/a	Negative	Negative
H&E520	Cuts to Countryside Services budgets	None	None	None	None	Negative	Neutral	Negative	Negative
CML02	Restructure of Strategic Leisure	None	None	None	None	n/a	n/a	n/a	n/a
CML03	Reduce spend on recruitment advertising	None	None	None	None	n/a	n/a	n/a	n/a
CML04	Stop production of paper version of	None	None	None	None	n/a	n/a	Negative	Neutral
CML06	Leisure Centres - further increase income	None	None	None	None	Negative	Neutral	Neutral	Positive
CML07	Rhyl Pavilion - restructure and introduction	None	None	None	None	n/a	n/a	Neutral	Neutral
CML09	Llangollen Pavilion - explore most efficient	None	None	None	None	n/a	n/a	Negative	Neutral
CML17	Youth Services - changes to open access	Medium	Low	Medium	Low	Negative	Negative	n/a	n/a
CML19	Youth Services - staffing structure	None	None	None	None	Negative	Negative	n/a	n/a
CML01	Remove subsidy from Scala Prestatyn	None	None	None	None	n/a	n/a	Negative	Neutral
CML05	Review funding for Tourist Information	None	None	None	None	n/a	n/a	Negative	Neutral
CML08	Rhyl Pavilion Operating model	None	None	None	None	n/a	n/a	Neutral	Positive
CML10	Introduce charges for the use of the Drift	None	None	None	None	n/a	n/a	Negative	Neutral
CML12	Partially close or transfer Denbigh Town	None	None	None	None	n/a	n/a	n/a	n/a
CML13	Library Service - modernisation programme	Medium	Low	Medium	Low	Negative	Negative	n/a	n/a
CML15	Library Service (Arts)	None	None	None	None	n/a	n/a	n/a	n/a
CML16	Library Service (Ruthin Craft Centre)	None	None	None	None	n/a	n/a	Negative	Neutral
SII16	Regional Consortium Office costs	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII11	School Library Service	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII10	Music Service - develop options	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII14	School improvement discretionary subsidies	None	None	None	None	Negative	Neutral	Negative	Neutral
SII09	Outdoor pursuits SLA	None	None	Very High	None	Neutral	Neutral	Neutral	Neutral
SCH04	Remove historic contingency budgets	None	None	None	None	n/a	n/a	Negative	Neutral
SCH02	Clothing Grants	None	None	None	None	n/a	n/a	n/a	n/a
SCH03	Remission claims	None	None	None	None	n/a	n/a	n/a	n/a
SCH05	Governor Support	Very Low	Very Low	Very Low	Very Low	n/a	n/a	Negative	Positive
SCH06	Demography reduction to reflect fall in pupil	None	None	None	None	n/a	n/a	Negative	Neutral
SCH07	Use of Corporate Plan additional funding to	None	None	None	None	n/a	n/a	n/a	n/a
SCH01	Furniture & Equipment Service for Schools	None	None	None	None	n/a	n/a	Negative	Neutral
SII06	Review Additional Learning Needs - removal	None	None	None	None	Neutral	Neutral	Neutral	Neutral
SII03	Behaviour Support - property savings from	Very Low	Very Low	None	None	Neutral	Neutral	Neutral	Neutral
SII07	Specialist equipment - reduce budget to ma	None	None	Very Low	None	Neutral	Neutral	Neutral	Neutral
SII01	Review Education Social Worker Service	None	None	None	None	Negative	Positive	Negative	Positive
SII04	Review Educational Psychology Service	None	None	Low	Very Low	Neutral	Neutral	Neutral	Neutral
SII05	Counselling Service	Very Low	None	Very Low	None	Negative	Neutral	Negative	Neutral
SII08	Recupment	None	None	None	None	Neutral	Neutral	Neutral	Neutral
CE501	Website Advertising - scope for additional in	None	None	None	None	n/a	n/a	n/a	n/a
CE502	Rhyl One Stop Shop Review	Low	Very Low	Low	Very Low	Negative	Positive	Negative	Positive
CE504	Corporate Complaints (part of review)	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know	Don't Know
F&A01	Finance - modernisation and efficiency	Very Low	Very Low	Very Low	Very Low	n/a	n/a	n/a	n/a
F&A02	Finance - external funding team, removal of	Very Low	Very Low	Very Low	Very Low	n/a	n/a	n/a	n/a
F&A03	Property - Office Accommodation Rationalis	None	None	None	None	Positive	Positive	n/a	n/a
F&A04	Property - management restructure	None	None	None	None	n/a	n/a	n/a	n/a
F&A05	Miscellaneous Property Portfolio	None	None	None	None	n/a	n/a	n/a	n/a
F&A06	Property School Facilities Management Agree	None	None	None	None	n/a	n/a	n/a	n/a
F&A07	Revenues & Benefits Commercial Partnersh	Very Low	None	Very Low	None	Neutral	Positive	Neutral	Positive
C&M01	Capital Financing & PFI	None	None	None	None	n/a	n/a	n/a	n/a
C&M02	Energy Efficiency - result of lower consumpt	None	None	None	None	Positive	Positive	Positive	Positive
C&M03	Removal of contingency budgets	None	None	None	None	n/a	n/a	n/a	n/a
BIM01	Community Safety Partnership - review con	None	None	None	None	n/a	n/a	n/a	n/a
BIM02	Information Management - service redesign	High	None	Low	None	Negative	Neutral	Neutral	Neutral
BIM03	Corporate Improvement Team (corporate re	Low	None	Low	None	n/a	n/a	n/a	n/a
BIM04	Corporate Project Team - increase external	None	None	None	None	n/a	n/a	n/a	n/a
BIM05	Partnerships & Communities Team	None	None	Low	Very Low	n/a	n/a	n/a	n/a
BIM06	Internal Audit	Medium	None	Low	None	n/a	n/a	n/a	n/a
L&D02	Reduce the Number of Committee Meetings	Medium	Very Low	Medium	Low	n/a	n/a	Don't Know	Don't Know
L&D04	Reduction of Civics budget	Low	Low	None	None	n/a	n/a	n/a	n/a
HR1	Not replacing Head of Service	None	None	None	None	n/a	n/a	n/a	n/a
HR2	Staff Training & Development - greater use	Low	Low	None	None	n/a	n/a	n/a	n/a
SHR05	HR Management - review school SLA, consid	None	None	None	None	n/a	n/a	n/a	n/a
SHR06	HR Direct - facilitate more self-service for m	None	None	None	None	n/a	n/a	n/a	n/a
ABS01	PARIS - electronic Domiciliary Care Invoices	None	None	None	None	n/a	n/a	n/a	n/a
ABS03	Recruitment	None	None	Very Low	None	n/a	n/a	n/a	n/a
ABS08	Cefndy Enterprises	None	None	None	None	n/a	n/a	n/a	n/a
ABS04	Workforce Development	Low	None	Low	None	Negative	Neutral	Negative	Neutral
ABS05	Restructure of Locality Services	None	None	None	None	Negative	Neutral	Negative	Neutral
ABS07	Benefits & Welfare Advice Service Review	None	None	None	None	Neutral	Neutral	n/a	n/a
ABS02	Provider Service - Outsourcing	Medium	Low	None	None	Neutral	Neutral	Neutral	Neutral
CH501	Staffing Budgets - realign to current require	None	None	None	None	n/a	n/a	n/a	n/a
CH502	ICT Desktop Budget	None	None	None	None	n/a	n/a	n/a	n/a
CH503	Young Carers - revised contribution to regio	None	None	None	None	n/a	n/a	n/a	n/a
CH505	Children with Disabilities - reduction to equi	None	None	None	None	n/a	n/a	n/a	n/a
CH506	Adoption support costs	None	None	None	None	n/a	n/a	n/a	n/a
CH507	National Youth Advocacy Contract	None	None	None	None	n/a	n/a	n/a	n/a
CH508	Child Protection Training	None	None	None	None	n/a	n/a	n/a	n/a
CH509	Foster Home Adaptation Project	None	None	None	None	n/a	n/a	n/a	n/a
CH504	Contributions Policy for services provided fo	None	None	None	None	n/a	n/a	n/a	n/a
PPP02	Planning Policy - prioritise activity and ce	Very Low	None	Low	Very Low	Negative	Neutral	Negative	Neutral
PPP03	Development Management - increase incom	None	None	None	None	n/a	n/a	n/a	n/a
PPP04	Development Management - reduce training	Low	Very Low	Medium	Low	Negative	Neutral	Neutral	Don't Know
PPP05	Building Control - revise fee structure (inclu	Low	Very Low	Medium	Low	n/a	n/a	n/a	n/a
PPP06	Build Service - review of conservation serv	Medium	Low	Medium	Low	n/a	n/a	Negative	Neutral
PPP09	Public Protection - closure of Pest Control S	Low	Very Low	Medium	Low	n/a	n/a	n/a	n/a
PPP10	Pollution Control - review to consider minim	Low	Very Low	Low	Very Low	n/a	n/a	n/a	n/a
PPP11	Scientific Services - revert to statutory wate	Low	Very Low	Low	Very Low	n/a	n/a	n/a	n/a
PPP12	Trading Standards - stop providing consume	Low	Very Low	Low	Very Low	n/a	n/a	n/a	n/a
PPP08	Public Protection - closure of CCTV Service	Low	Very Low	Medium	Low	n/a	n/a	Negative	Neutral
HRA01	HRA Recharges	None	None	None	None	n/a	n/a	Neutral	Neutral
EBA01	Remove Town & Area Plan Budgets	None	None	None	None	Neutral	Neutral	Negative	Neutral
EBA02	Reduce Core Project/Development Budget	None	None	None	None	Neutral	Neutral	Negative	Neutral
EBA03	Reduce staffing supporting TAP activity	None	None	None	None	Neutral	Neutral	Neutral	Neutral
EBA04	Reduce non-staffing elements TAP activity	None	None	None	None	Neutral	Neutral	Neutral	Neutral

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

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