

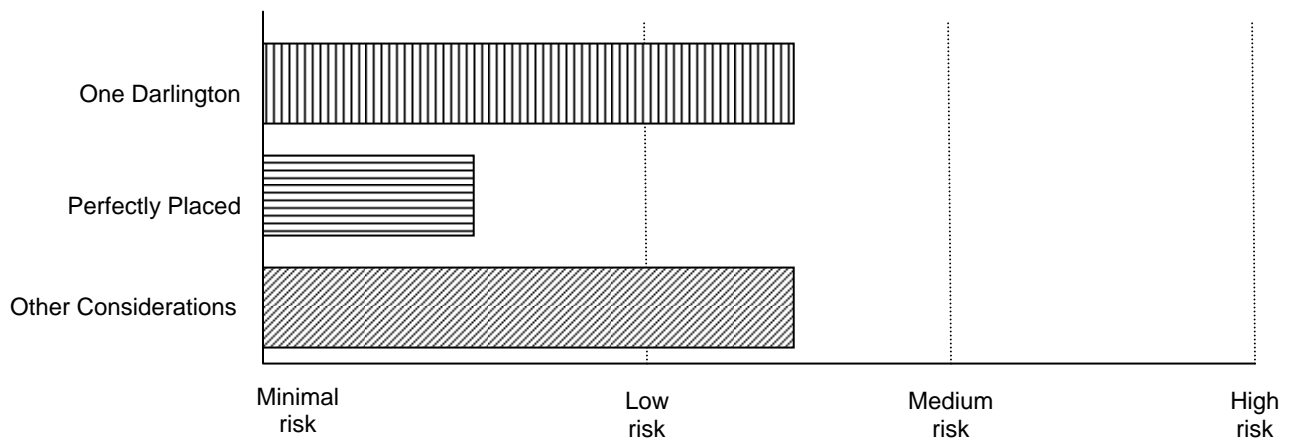
Budget Savings Proposals Self-Assessment of Impact No 1

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 1: Children's Services – Contact Point
2. Proposal titles	<ul style="list-style-type: none"> • Contact Point – scaling back of service. Contact Point is the national children's database. The Government has announced its intention to scrap the system but is also considering how elements can be maintained. The saving is linked to the reduction in ABG allocation for the service. The service is not yet fully operational, so the following
<i>One Darlington Considerations</i>	
3. Equalities Impact	Low risk – the service is universal in including all children, so changes affect all equally. The purpose is to support safeguarding of children at risk, and there could be a disproportionate impact on children from poorer families/deprived neighbourhoods who are over- represented in safeguarding services. The Council is investigating how it will protect local information sharing processes with its partners.
4. Poverty Impact	Medium risk – children in poverty are likely to be more at risk if safeguarding services are not well co-ordinated. This is judged to be a medium level of risk, subject to local arrangements, combined with retained elements of Contact Point, being put in place to minimise the risk.
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	Low risk - as above, potential impact if joint working between agencies on children causing concern was undermined. However, local systems for information sharing and data quality will be reinforced.
<i>Other Considerations</i>	
7. Partner Impact	Medium risk - partners have expressed concern about the downgrading of Contact Point, and the Local Children's Safeguarding Board has made this a priority issue. It is important to ensure that effective local information sharing arrangements are maintained and reinforced.

<p>8. Public Perceptions and other potential consequences</p>	<p>Low risk - no relevant public opinion data is available. If any future safeguarding issues arise they might be linked to the scale-back of Contact Point, with consequential impact on public opinion and media coverage. However, this risk can be countered by having good local systems in response to the national policy on Contact Point.</p>
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The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



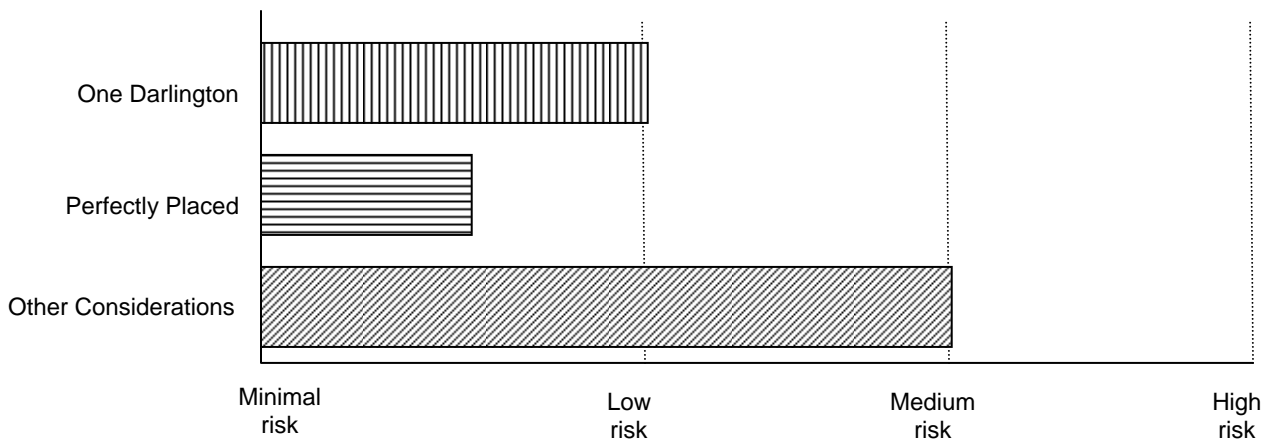
Budget Savings Proposals Self-Assessment of Impact No 2

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 2 – Children’s Services Extended Services
2. Proposal titles	<ul style="list-style-type: none"> Extended Schools: review in-year allocation of ABG to schools and seek to reduce by up to £100k, subject to existing commitments; delete whole budget of £231k in subsequent years
<i>One Darlington Considerations</i>	
3. Equalities Impact	Low risk - the ‘targeted disadvantage’ grant stream of the Extended Schools Disadvantage Subsidy (ESDS) is protected, so schools in areas of greatest need will continue to receive funding. The Extended Schools funding is universal, so the proposal would impact equally on all areas and children.
4. Poverty Impact	Low risk – access to school facilities and learning opportunities is part of the Extended Schools core offer, and this is particularly important for people who are less able to pay for such access. However, any disadvantage should be offset by the continuing ESDS in areas of greatest need.
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	Low risk – Loss of positive activities through Extended Schools may result in diversion to higher risk and anti- social activities.
<i>Other Considerations</i>	
7. Partner Impact	Medium risk – potential impact on schools commitment to work together in clusters to address common issues; funding is catalyst for partnership working. This could undermine successful recent work on improving transitions and the implementation of other whole authority or locality policies and programmes. The proposal could impact on other Council services and on third and private sectors that benefit from provision of services commissioned with this funding.

<p>8. Public Perceptions and unintended consequences</p>	<p>Medium risk - 'Activities for Children and Young People' is a priority for the public. Year on year it has been the highest or second highest priority for improvement identified by Community Survey respondents. Extended schools are a significant opportunity for improving appropriate provision against this key citizen priority. The loss of funding could be an additional trigger for schools to explore Academy status.</p>
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The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.

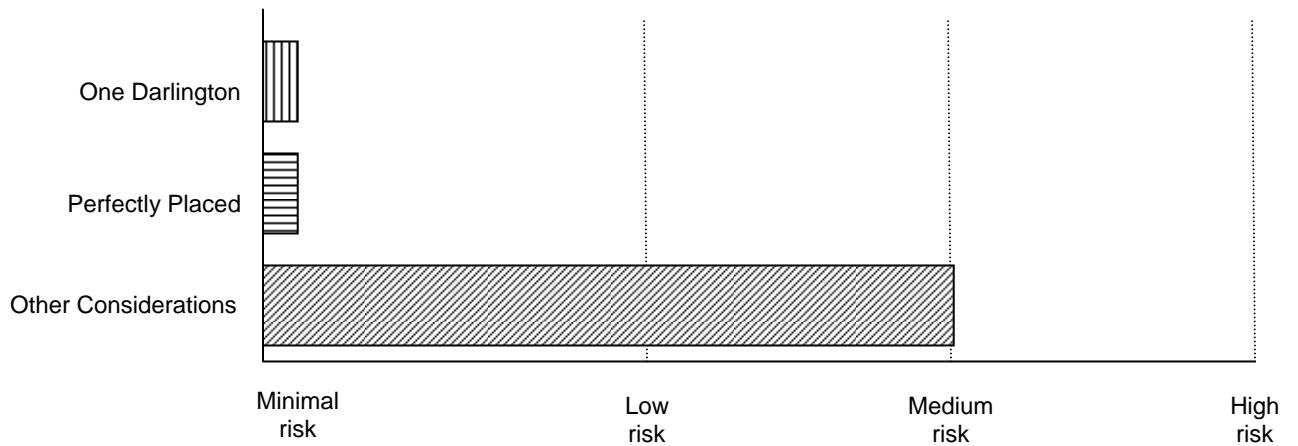


Budget Savings Proposals Self-Assessment of Impact No 3

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 3 – Children’s Services Schools commissioning
2. Proposal titles	<ul style="list-style-type: none"> • SF 112 Primary National Strategy • SF 113 Secondary National Strategy Reduction in Schools Commissioning budget.
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal
4. Poverty Impact	Minimal – but dependent on the future commissioning intentions of schools
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal
6. Health and Safety Impact	Minimal
<i>Other Considerations</i>	
7. Partner Impact	Medium risk - The Commissioning budget encourages schools to work collaboratively its reduction may encourage schools to become isolated. It could undermine the relationship the Authority has with its schools.
8. Unintended Consequences including public perceptions	Medium risk - additional trigger for schools to seek Academy status There is no relevant public opinion data.

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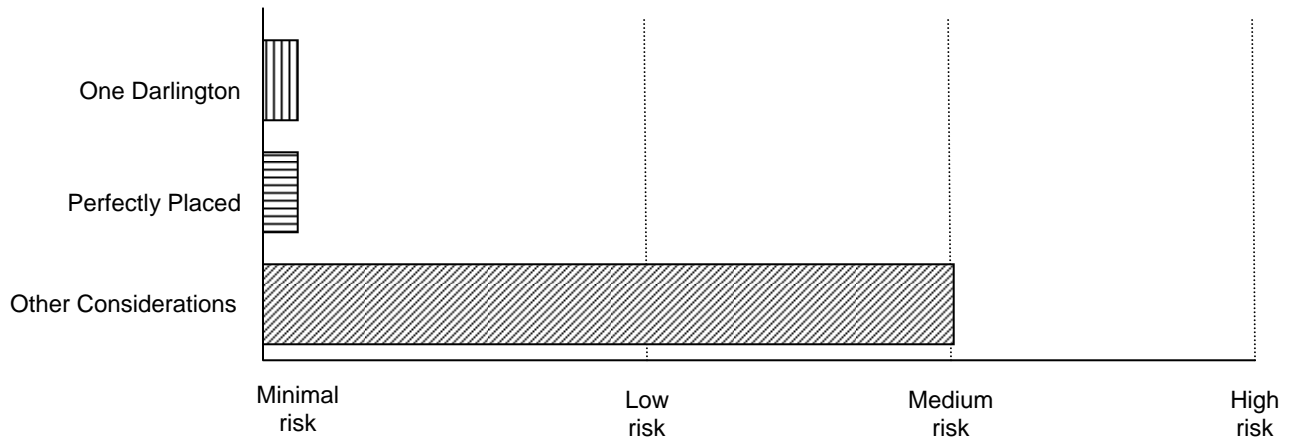


Budget Savings Proposals Self-Assessment of Impact No 4

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 4 – Children’s Services Pupil Referral Unit
2. Proposal titles	SF 101 School Development Grant
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal
4. Poverty Impact	Minimal
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal
6. Health and Safety Impact	Minimal
<i>Other Considerations</i>	
7. Partner Impact	Medium risk - budget saving has already been made through a combination of contribution from the Schools Forum and a vacant post. Schools Forum may feel aggrieved if its £200K contribution to the PRU is used to offset Council efficiencies rather than to invest in services.
8. Unintended Consequences including public perceptions	Medium risk - additional trigger for schools to seek Academy status

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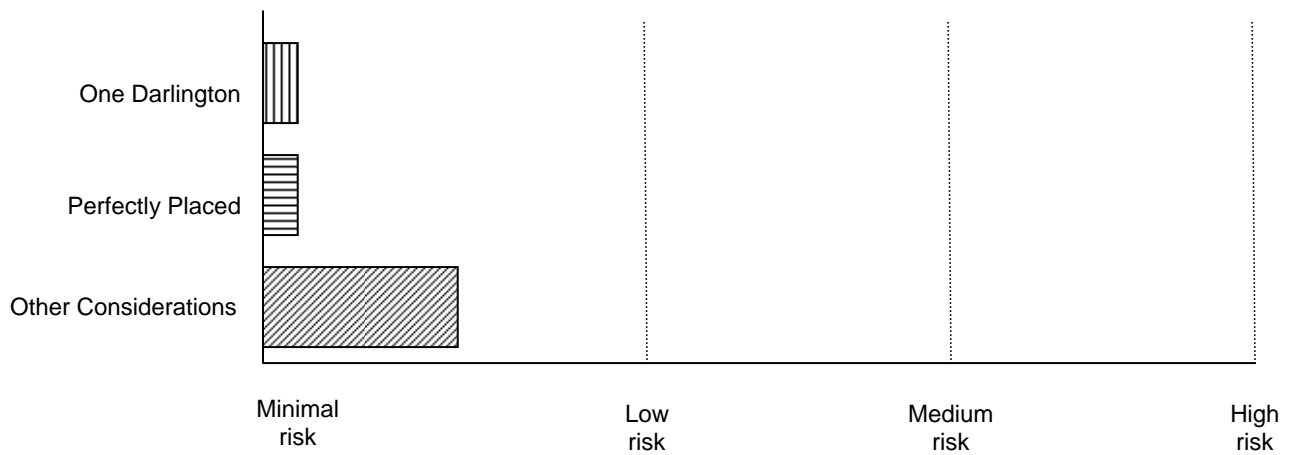


Budget Savings Proposals Self-Assessment of Impact No 5

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref Nos 5 & 7 - School Improvement and Development Team
2. Proposal titles	<ul style="list-style-type: none"> • 14-19 Core Costs • Review of Third Tier Management Structure <p>Deletion of 2 vacant posts (Data and Admin) within the 14-19 service area and the redundancy of 2 Lead Officers (Schools).</p>
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal
4. Poverty Impact	Minimal
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal
6. Health and Safety Impact	Minimal
<i>Other Considerations</i>	
7. Partner Impact	Low risk - less contact and knowledge of our schools.
8. Unintended Consequences including public perceptions	Minimal risk

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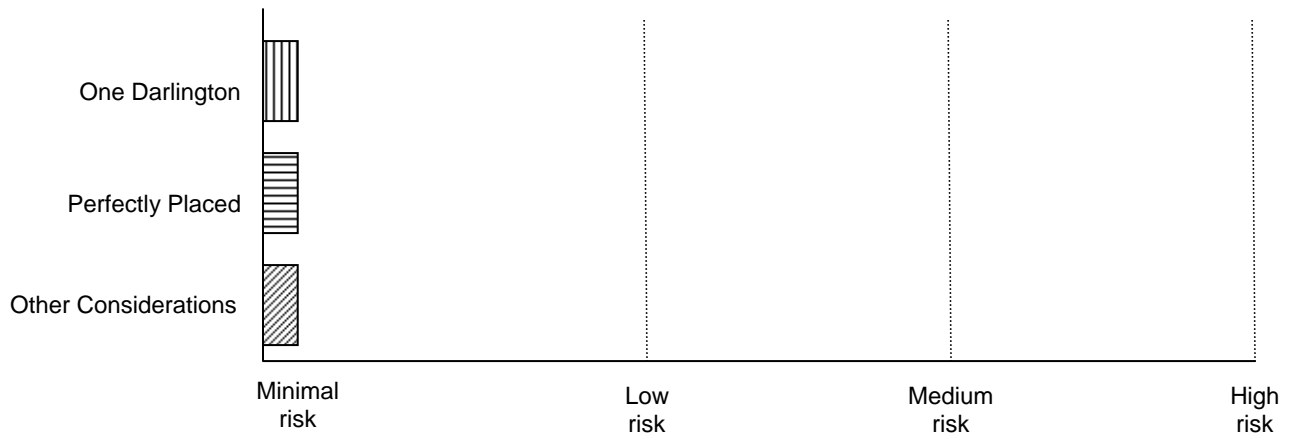


Budget Savings Proposals Self-Assessment of Impact No 6

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 6 - Children and Families Management Review
2. Proposal titles	Review of the Children and Families Management Structure and reduction of 1 post.
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal risk
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	Minimal risk
<i>Other Considerations</i>	
7. Partner Impact	Minimal risk
8. Unintended Consequences <i>including public perceptions</i>	Minimal risk

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.

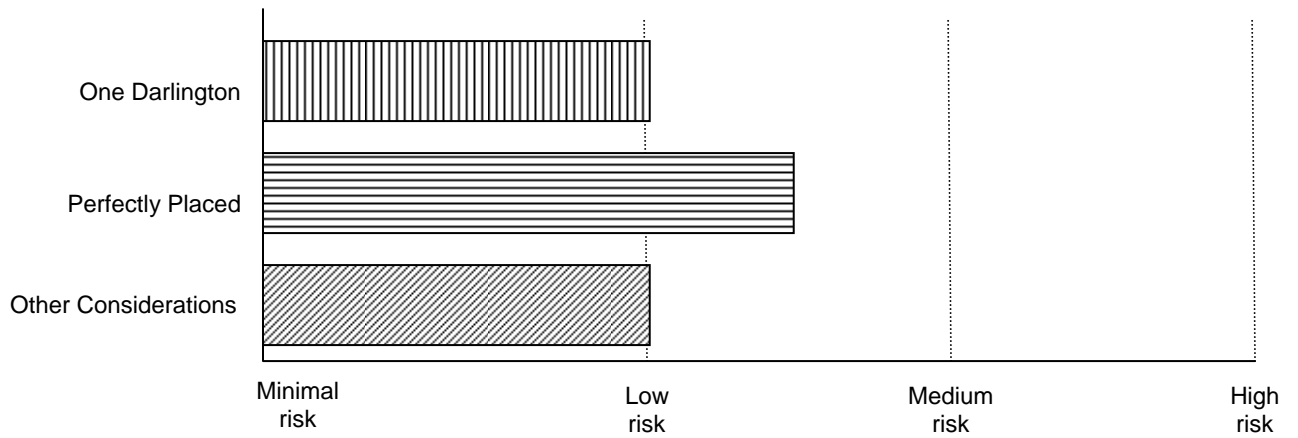


Budget Savings Proposals Self-Assessment of Impact No 7

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 8 - Education Transport Review
2. Proposal titles	<ul style="list-style-type: none"> • Cease free concessionary transport
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal – SEN/disabled children have transport needs assessed.
4. Poverty Impact	Medium – potential erosion of parental choice for poorer families who are unable to afford full cost of independent public transport and/or have access to private car.
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Low – Potential increase in car journeys if parents choose not to use public transport.
6. Health and Safety Impact	Medium – Diversion to independent travel may result in children not following safe routes to school.
<i>Other Considerations</i>	
7. Partner Impact	Minimal
8. Unintended Consequences including public perceptions	Medium risk - Certainty of some parental opposition, likely to focus on particular schools, Hummersknott, Hurworth and Carmel. Previous attempts to change policy have met considerable opposition

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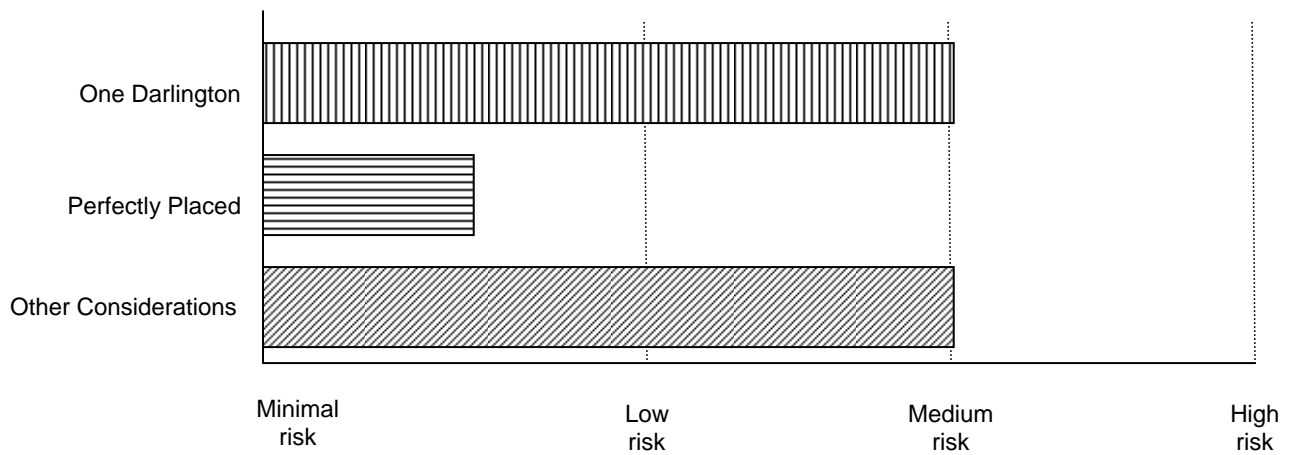


Budget Savings Proposals Self-Assessment of Impact No 8

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 9 - Ethnic Minority & Traveller Service
2. Proposal titles	<ul style="list-style-type: none"> • Deletion of vacant posts.
<i>One Darlington Considerations</i>	
3. Equalities Impact	Medium - Disproportionate impact on young people with EAL, including Asylum seekers and Travellers.
4. Poverty Impact	Medium – A poor command of English erodes future prospects for economic well-being and disproportionately.
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	Low – Poor levels of English and communication within minority communities can contribute to a deterioration in wider community cohesion
<i>Other Considerations</i>	
7. Partner Impact	Medium - Less support for schools especially those with a higher concentration of EAL and Travellers.
8. Unintended Consequences including public perceptions	Medium risk - an additional trigger for schools to explore Academy status.

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Budget Savings Proposals Self-Assessment of Impact No 9

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 10 - Countryside Service
2. Proposal titles	<ul style="list-style-type: none"> Reduce service levels and delete 2 posts – Head Ranger and Ranger <p>The Countryside Ranger service is involved in the management of parks and open spaces as well as natural areas such as Local Nature Reserves</p>
<i>One Darlington Considerations</i>	
3. Equalities Impact	Low risk – there is the potential for differential impact on the support to Friends Groups to the detriment of priority neighbourhoods – the South Park ranger will be protected, but work with, e.g. North Lodge and Eastbourne/ Lascelles Friends could be reduced. This may also occur on natural areas located in or close to priority neighbourhoods, such as Firthmoor fishing ponds and Brinkburn Pond. Detailed impact assessment is recommended on the operation of the reduced service to minimise differential impact.
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Low risk – potential impact on biodiversity and environmental quality if maintenance standards in LNRs and other natural areas are reduced. Reduced engagement and educational work may undermine understanding, care and respect for the environment in future.
6. Health and Safety Impact	Low risk – potential for impact on safety if the proposal results in reduced maintenance standards or supervision at sites, e.g. pond-dipping platforms, and this should be taken into account in prioritising future operations.
<i>Other Considerations</i>	
7. Partner Impact	Medium risk – rangers are a resource for implementation of strategies that deliver policies of Natural England and Tees Valley-wide policies, and are also an on-the-ground channel of engagement and communication for other partners' programmes. Reduced involvement with Friends Groups, schools and other environmental interest groups is possible.

8. Public Perceptions and Unintended Consequences

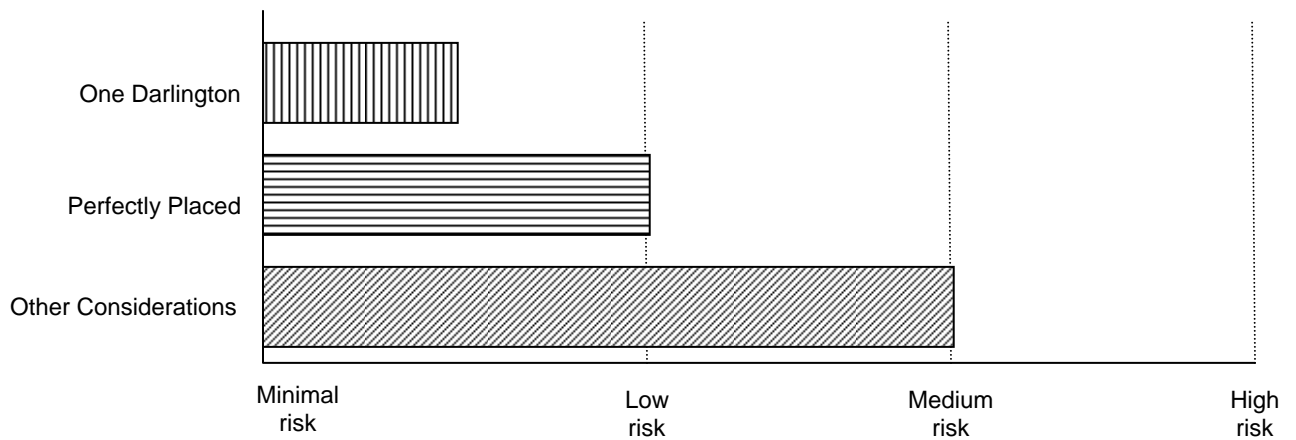
Medium risk -
 Community Survey 2009:

- Parks and open spaces: 79% satisfaction
 3rd highest satisfaction rating of all services
- LNRs: 54% satisfaction
 High level of 'don't knows' (39%) – LNRs have 11th highest mean score of all services when 'don't knows' are removed

This suggests LNRs have a lower profile, but Parks and Open Spaces are highly regarded. The potential for reduced engagement with users, supporters and Friends' Groups could generate concern and negative media coverage, and reduced satisfaction levels.

There is a possibility of increased maintenance costs if Friends' Groups' activity reduces because of reduced engagement.

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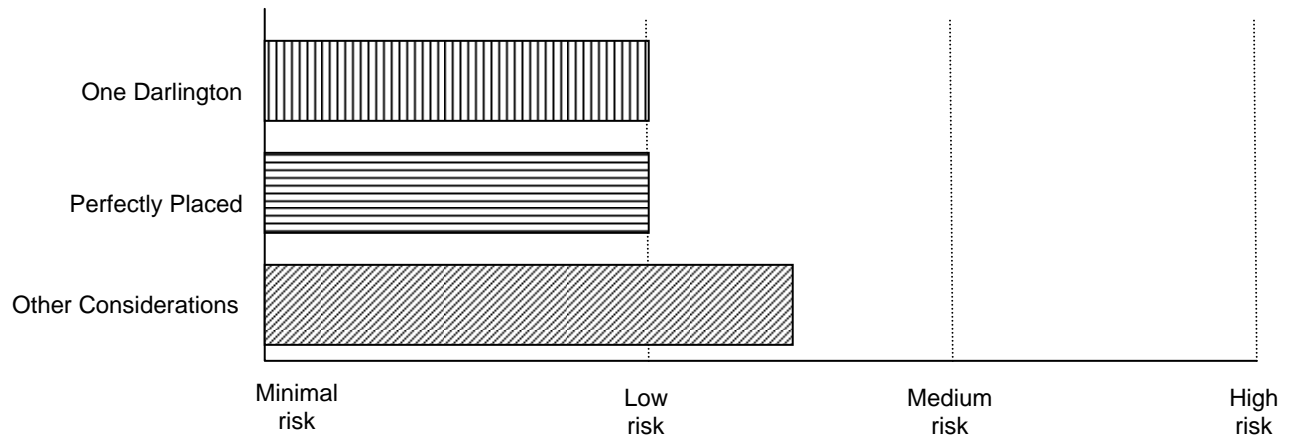
Budget Savings Proposals Self-Assessment of Impact No 10

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 11 - CCTV Control Room
2. Proposal titles	<ul style="list-style-type: none"> • Reduce service levels and delete manager and potentially an operator post
<i>One Darlington Considerations</i>	
3. Equalities Impact	<p>Low risk – impacts would be greater if the proposal involved reducing cameras or monitoring capacity. The reduction in capacity will result in cessation of investigation work for the Police. If this is not then covered by the Police, it could have differential impact on areas with higher crime rates through failure to detect crime. This would affect those priority neighbourhoods with CCTV more than other areas.</p> <p>Whilst the proposal specifies the reduction would be in Police work it also refers to monitoring Lifeline – a reduction in this service it would impact most on vulnerable older people, although this is not intended as a consequence of the proposal.</p>
4. Poverty Impact	<p>Low risk – as in (3) above, there could be disproportionate impact on priority neighbourhoods and poorer households if the proposal resulted in reduced investigation and detection of crime, but this is unlikely to occur.</p>
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	<p>Low risk – potential for increase in environmental crime such as flytipping and graffiti, which could become a lower priority than other forms of crime if investigative capacity is reduced.</p>
6. Health and Safety Impact	<p>Low risk – the proposal assumes that the Police would fund their investigative work, with nil net change in service. If this was not the case, there could be an impact on crime detection and prevention. This might particularly impact on safety in the night-time economy.</p>

Other Considerations	
7. Partner Impact	Medium risk – to maintain the investigation service will require investment by the Police, either in taking over the work or funding a post. There is no obligation to do this work on behalf of the Police.
8. Public Perceptions and Unintended Consequences	<p>Low risk - the loss of the manager post could impact on the service securing additional income-earning work.</p> <p>Community Survey 2009:</p> <ul style="list-style-type: none"> • Security measures including CCTV in the town centre has a satisfaction rating of 64.3%. The mean score (excluding 'don't knows) is the 9th best out of 39 services • Security measures including CCTV in other areas has a satisfaction rating of 38.2% and a mean score that places it 27th out of 39 services <p>These scores possibly reflect the reassurance value of cameras, which have limited deployment outside the town centre. If this is the case they are unlikely to be significantly affected by this proposal</p> <p>Place Survey 2008:</p> <ul style="list-style-type: none"> • NI 021 – Dealing with local concerns about anti-social behaviour and crime issues by the local council and police: 25.5%; this is a slightly lower rating than averages for Tees Valley, North East, Unitaries and All England • NI 027 – Understanding of local concerns about anti-social behaviour and crime issues by the local council and police: 24.8%; lower than averages for Tees Valley and North East; slightly better for Unitaries, and same as All England <p>It is unlikely that the proposal will produce real reductions in understanding of or responses to ASB/Crime, but publicity and public concern about any reduction in investigative capacity could be reflected in lower satisfaction in these areas (the future of the Place Survey and the National Indicators is uncertain at present, but the focus on these areas of concern will continue).</p>

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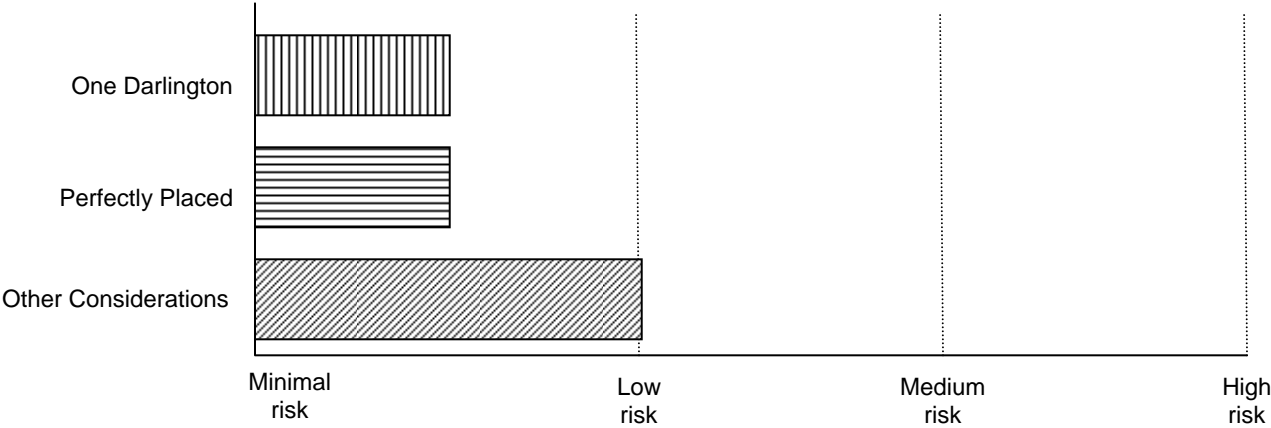
Budget Savings Proposals Self-Assessment of Impact No 11

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1. Name of grouping of proposals	Ref Nos 14, 15, 16, 18 - Community Services support services and activities
2. Proposal titles	<ul style="list-style-type: none"> • Building Cleaning • Technical Services – delete Facilities Manager post • Quality – reduce service auditing • Highways – supplies and services reduction <p>These proposals are grouped together because, having been assessed individually, the overall impact is considered to be low/minimal</p>
<i>One Darlington Considerations</i>	
3. Equalities Impact	<p>Low risk – failure of service standards could affect vulnerable groups disproportionately, e.g. young, older people, housing benefit clients. However, service managers together with equalities/social inclusion leads and Policy and Performance support can maintain service standards and ensure that equalities policies are implemented. Reductions in Building Cleaning staff will impact most on low paid women workers.</p> <p>No equalities impacts identified relating to the Facilities Manager and Highways Supplies proposals.</p>
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	<p>Low risk – Facilities management provides building management services to schools and some council buildings. This includes ensuring safety and statutory compliance on Building and Fire Regulations, electricals, etc. The team consists of two people, and this proposal would remove the more senior management post.</p> <p>There is potential for the proposal to result in a reduced service in important areas of health and safety. However, it is schools' responsibility to</p>

	<p>ensure that they commission effective services, and could turn to other providers. The remaining post could also be support the corporate estates/property management service to achieve cost effective service to council buildings and to continue to compete for the schools work.</p> <p>Regular building cleaning will be maintained, so there should be minimal impact from this proposal.</p>
Other Considerations	
7. Partnerships Impact	<p>Low risk – will impact on schools and other council services, which will have to ensure that they have satisfactory facilities management arrangements in place.</p>
8. Public Perceptions and Unintended Consequences	<p>Low risk - there is no relevant public attitude data available.</p> <p>Supplies and services proposal refers to replacement of ICT equipment including plotters, but it is understood that Xentrall is reviewing print facilities with the aim of moving to centrally-managed provision.</p> <p>Less frequent building cleaning may have an effect on staff morale, but some of the other budget proposals are more likely to have a detrimental effect.</p> <p>Potential for loss of income from schools work</p>

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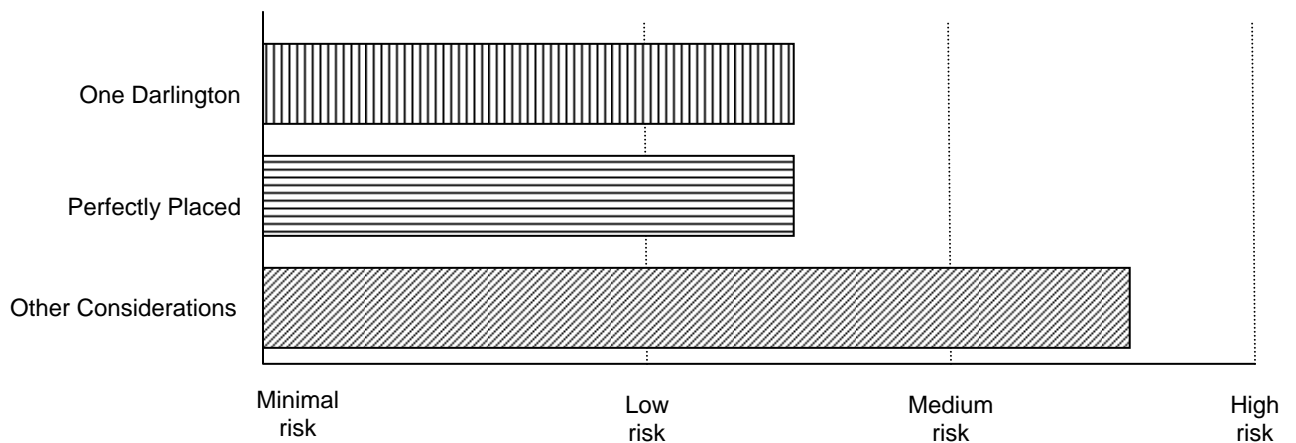
Budget Savings Proposals Self-Assessment of Impact No 12

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1. Name of grouping of proposals	Ref Nos 17, 20 - School Crossing Patrols and Road Safety Education, Training and Publicity
2. Proposal titles	<ul style="list-style-type: none"> • Reduce School Crossing Patrols • Reduction in road safety education, training and publicity
<i>One Darlington Considerations</i>	
3. Equalities Impact	<p>Medium risk – these proposals could impact together on a specific vulnerable group, young children. They could contribute to reduced road safety for this group, and increased concerns about safety for parents, families and schools.</p> <p>Any reduction in road safety arising from the proposals could impact disproportionately on children from deprived neighbourhoods and poorer families – see (4 & 6) below.</p>
4. Poverty Impact	<p>Low risk – generally considered to be a correlation between young, single and low income parents and general (i.e. not just road) accident rates noted above, but there is no specific local evidence of this in terms of road accidents.</p>
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	<p>High risk – the safety of signalled crossings for young children, compared to SCs, needs to be considered, especially when combined with the proposed reductions in road safety materials.</p> <p>The reduction in the road safety education budget would maintain in-school activities but the reduced provision of materials could affect parents' involvement in road safety training.</p> <p>Child KSI has been reducing year-on-year to the point where this is no longer a specific CYPP priority.</p> <p>Detailed assessment of implementation proposals is recommended to seek to avoid any reversal of trend.</p> <p>JSNA notes that children of young single parents have higher general accident rates.</p>

Other Considerations	
7. Partner Impact	Medium risk – Local Children’s Safeguarding Board and Police would be concerned about any reduction in child road safety.
8. Public Perceptions and Unintended Consequences	<p>High risk – future child KSI statistics (particularly if a worsening trend emerged) could be linked to reduced budgets, and would inevitably have a high media profile. There could be negative consequences for the Council’s reputation.</p> <p>2009 Community Survey found that 67.3% of primary children walk to school, and 4.0% cycle. Mode of travel to school is a key strand in promoting sustainable transport, and a perception that safety has reduced could lead to a shift to more car travel, creating a further pressure on safety and on sustainable modes.</p> <p>There is no specific question on road safety in the Community Survey or Place Survey, but the Place Survey found a high level of agreement that the Council is working to make the borough safer in general.</p> <p>It is recommended that the implementation of these proposals be developed with detailed equalities and safety impact assessments to ensure that potential negative impacts are minimised.</p>

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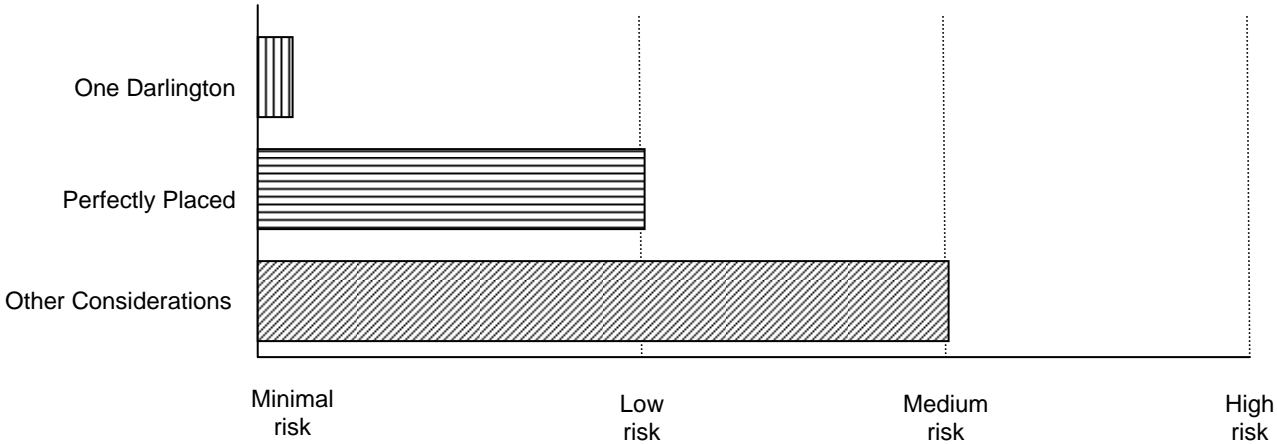
Budget Savings Proposals Self-Assessment of Impact No 13

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1. Name of grouping of proposals	Ref No 19 - Highways
2. Proposal titles	Reduce traffic management budget
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal risk – the reduced funding for traffic management schemes has universal application.
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	<p>Low risk – traffic management is an aspect of environmental quality (noise, disturbance, feelings of comfort and safety), but the impact of this proposal is likely to be minimal.</p> <p>More significant is the impact on signing and street furniture. On the one hand is the view that we have too much visual clutter from signage, bollards and railings, and this proposal will reduce the capacity for putting more in place. However, we will be less able to deal with maintenance and old, worn-out signing and street furniture can be very detrimental to people's perceptions of environmental quality – the ring road railings continue to stand out as a case in point.</p>
6. Health and Safety Impact	<p>Low risk – the reduced funding for traffic management schemes will reduce the capacity to respond to road safety issues. It could, presumably, impact on the roll-out of 20mph zones and similar programmes, but this is a potential loss of future schemes rather than a reduction on current service – hence the 'low' rather than 'medium' or 'high' risk rating. The 10% budget reduction leaves scope for prioritising needs and focusing on the most essential safety schemes. However the combined effects of this proposal and those relating to school crossing patrols (ref 17) and road safety education (ref 20) must be considered, with detailed safety impact</p>

	assessments applied to the prioritisation of schemes and implementation proposals.
Other Considerations	
7. Partner Impact	Medium risk – impact on community partnerships, residents’ groups and Police in terms of reduced capacity for responding to requests for schemes. Focus will be more on statutory maintenance and less on requests and addressing local issues.
8. Public Perceptions and Unintended Consequences	<p>Medium risk - Place Survey 2008: The survey questioned people about their satisfaction with their local area as a place to live. The analysis behind the overall result showed that ‘road and pavement repairs’ and ‘level of traffic congestion’ were the 2nd and 3rd most important areas for improvement across the borough as a whole. The emphasis on road and pavement repairs has featured as one of the highest priorities for improvement year on year in the annual community survey (which doesn’t ask about traffic congestion).</p> <p>Whilst the proposal will have limited impact on these areas, there could be a perception that our capacity to respond to a key citizen priority has reduced.</p> <p>The traffic management budget funds bus shelter maintenance – any deterioration in the condition of shelters may amplify the anticipated public dissatisfaction with proposals affecting concessionary fares and supported bus services.</p>

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.

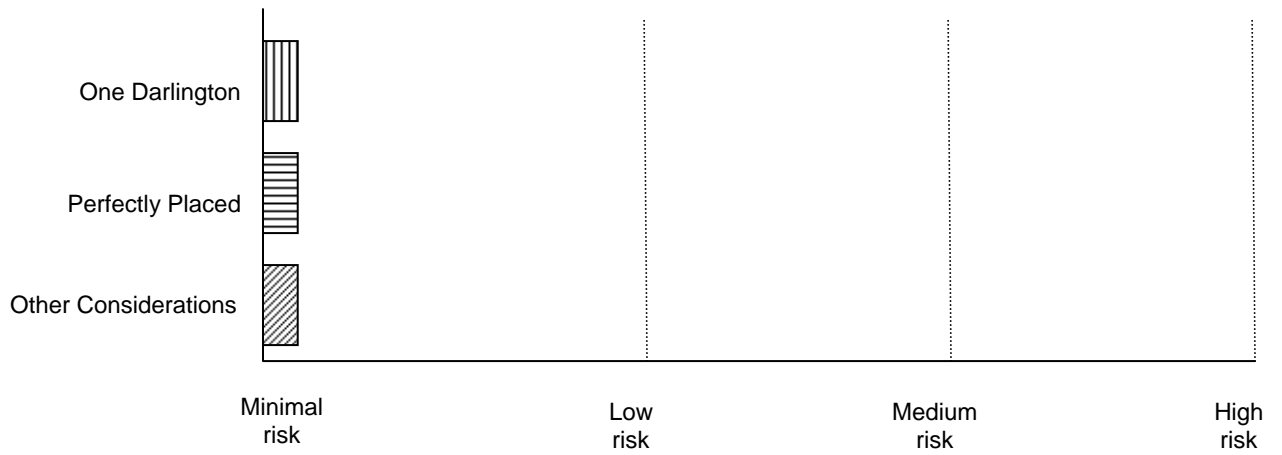


Budget Savings Proposals Self-Assessment of Impact No 14

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 21 - Supporting People
2. Proposal titles	<ul style="list-style-type: none"> Utilise one year buffer to offset grant reductions – provision has been made in the SP budget for a £200k buffer against anticipated reduction in grant. Mental Health services are being reviewed and retendered. This may allow further savings by reducing provision whilst meeting local needs in more cost effective ways. The reduction in grant can therefore be accommodated for the time being without any reduction/impact on users. Further impact assessment will be needed if further reductions in grant are imposed in future years that cannot be covered by the available buffer.
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal risk – no change to service provision as a result of this saving
4. Poverty Impact	Minimal risk – no change to service provision as a result of this saving
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk – no change to service provision as a result of this saving
6. Health and Safety Impact	Minimal risk – no change to service provision as a result of this saving
<i>Other Considerations</i>	
7. Partner Impact	Minimal risk – no change to service provision as a result of this saving
8. Public Perceptions and Unintended Consequences	Minimal risk - Community Survey 2009: Social Care – Older/Vulnerable: 20.3% satisfied, 11.1% dissatisfied. The low satisfaction rating reflects very low usage of the service in the survey sample – 5.5% of sample or their families use or benefit from the service.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.

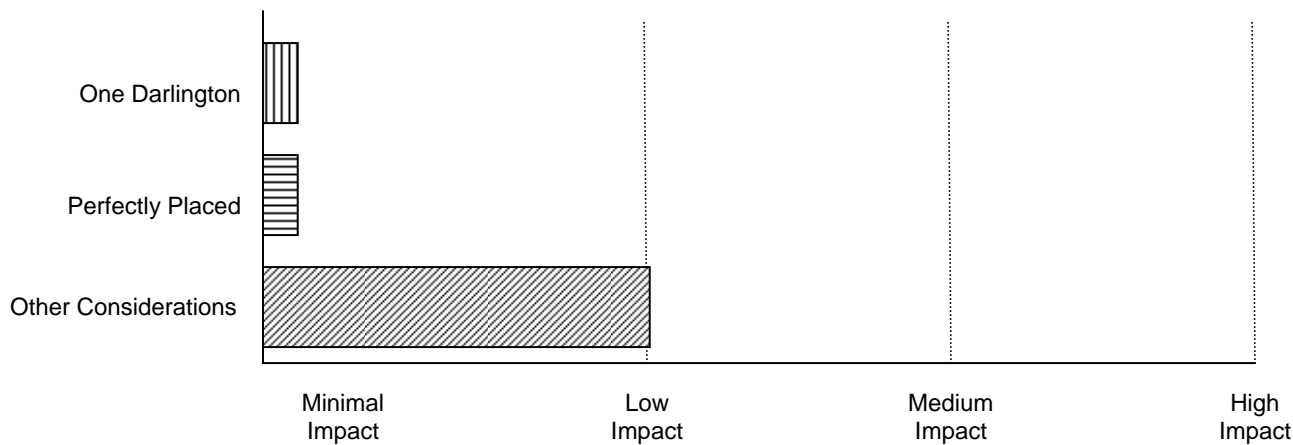


Budget Savings Proposals Self-Assessment of Impact No 15

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 22 - Communications
2. Proposal titles	<ul style="list-style-type: none"> Delete press response post – removal of 0.5 fte Comms Officer post in line with decision to reduce frequency of the Town Crier
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal risk
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	Minimal risk
<i>Other Considerations</i>	
7. Partner Impact	Low risk – there could be some impact on partners such as the PCT and Police through reduced opportunity to communicate their policies and programmes through the Town Crier, combined with a reduced capacity for managing media relations.
8. Public Perceptions and Unintended Consequences	<p>Low risk - the 2009 Community Survey provides public opinion data on the Town Crier, with 93.9% of those who read it stating that it is a good way to keep residents informed about Council news and services.</p> <p>However, this proposal is about deleting a post rather than the frequency of the Town Crier, and is unlikely to have any effect on public opinion.</p> <p>The proposal could impact on the frequency and effectiveness of communications with council staff, although any effect should be balanced by the recently introduced staff briefing.</p>

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



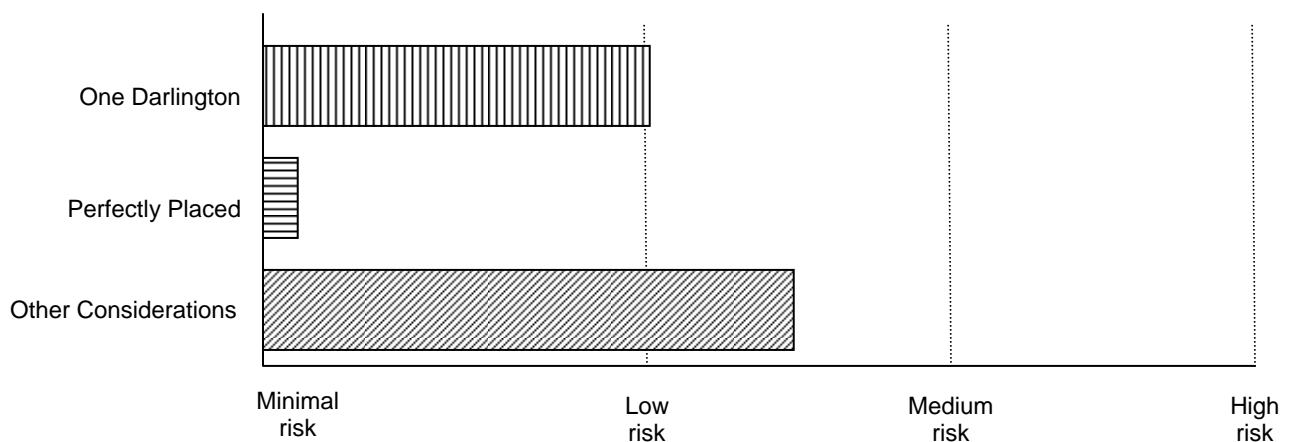
Budget Savings Proposals Self-Assessment of Impact No 16

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref Nos 23, 24 - Policy and Performance
2. Proposal titles	<ul style="list-style-type: none"> • Reduce capacity as part of PPP Review • Do not undertake Place Survey • Community Survey to go be biennial with revised method and boosted sample
<i>One Darlington Considerations</i>	
3. Equalities Impact	<p>Low risk – capacity reduction will have no direct impact on groups with protected characteristics, but possible impact on capacity to carry out/support equalities and social inclusion work, depending on roles and responsibilities emerging from PPP Review.</p> <p>The impact of not undertaking the Place Survey should be limited if the Community Survey is retained. Whilst the Place Survey provides detailed and valuable public attitude information that can inform the prioritisation and targeting of services, the Community Survey covers much of the same ground and can be adapted to incorporate any useful Place Survey measures. A biennial Community Survey would not necessarily increase the risk, as measured changes tend to be significant over longer than annual time frame whilst the proposal would allow the scope and geographic level of the survey to be enhanced, providing improved ‘narrowing the gap’ information bases.</p>
4. Poverty Impact	<p>Low risk – linked to 3 above, reduced capacity for work directed at ‘narrowing the gaps’, including strategies around financial inclusion, child poverty, etc., but impact likely to be absorbed within wider PPP, as well as Children’s and Regeneration Services.</p> <p>Change to Community Survey can provide an enhanced (if less frequent) basis for analysing and addressing poverty issues).</p>

Perfectly Placed Considerations	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	Minimal risk
Other Considerations	
7. Partner Impact	<p>Medium risk – linked to 5 above, reduced capacity could impact on support for the LSP and partnership working, particularly in terms of performance monitoring and reporting. This could particularly impact on work with NHS/PCT, Police and eVOLution.</p> <p>The deletion of the Place Survey should not affect partnership working, given the continuation of the Community Survey on a less frequent but enhanced basis linked to local needs. However, there are a number of unknowns about government intentions at present, and the Place Survey is suspended but not yet deleted. We may have to respond to the retention of the survey, or an alternative approach that might be brought forward (but this must be considered unlikely).</p>
8. Public Perceptions and Unintended Consequences	<p>Low risk - The Place Survey and Community Survey do not provide public opinion data about themselves!</p> <p>The key issue is the current uncertainty documented in (7) above.</p> <p>There may be some impact on staff morale if, following the lengthy PPP review process, an additional saving involving the loss of a post is announced just after the results of the review are presented.</p>

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



Budget Savings Proposals Self-Assessment of Impact No 17

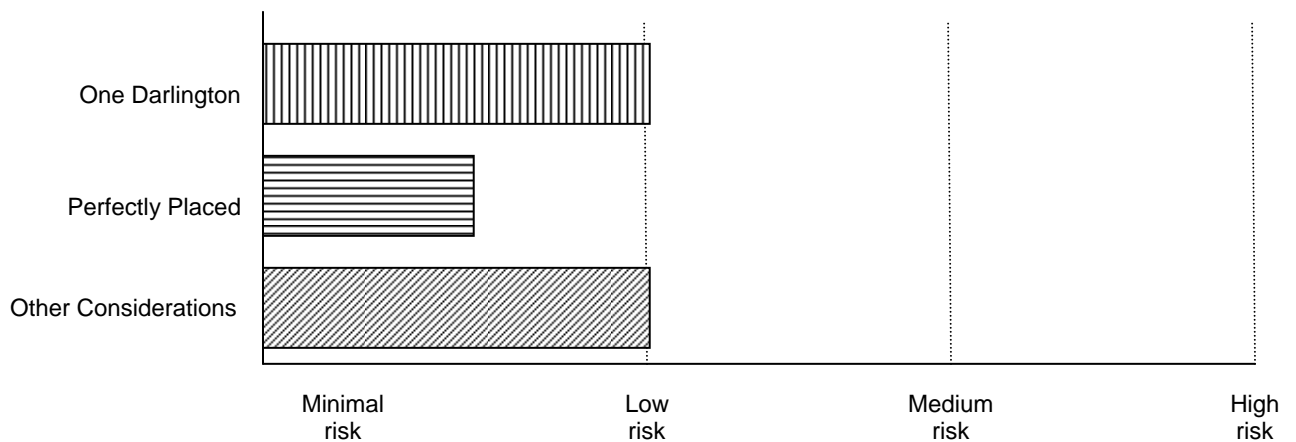
This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 25 - Connecting with Communities
2. Proposal titles	<ul style="list-style-type: none"> Remove capacity to undertake cohesion and social inclusion activity
<i>One Darlington Considerations</i>	
3. Equalities Impact	<p>Low risk – this proposal is for the removal of a part-time post that was created through the recent Connecting with Communities review that has not yet been filled. The impact is therefore in the loss of planned capacity to address cohesion and inclusion rather than any reduction of current service.</p> <p>However, the need identified will continue to be unmet. In the longer term this could have significant consequences for minority communities and groups with protected characteristics if we are unable to address cohesion and inclusion issues.</p>
4. Poverty Impact	<p>Low risk - linked to (3) above, limited capacity for addressing issues of social inclusion could impact disproportionately on priority neighbourhoods and poorer households, but again this risk is not significantly increased by this proposal.</p>
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk
6. Health and Safety Impact	<p>Low risk – failure to address cohesion issues could lead to an increase in racially motivated incidents, but this is not considered a significant risk at present.</p>
<i>Other Considerations</i>	
7. Partner Impact	<p>Low risk - As above, not a reduction in service, but removal of planned enhanced capacity to work with Police and other partners to address cohesion and inclusion issues.</p>

8. Public Perceptions and Unintended Consequences

Low risk -
Place Survey 2008:
79.7% of respondents overall agree that people from different backgrounds get on well together. This is a high rate compared to Tees Valley, the region, Unitaries and All England, where the average rates are significantly lower. Overall, this suggests that Darlington is a relatively cohesive community. However, the overall result is underlain with significant variations between areas (67.5% in Central, 90.6% in the south west area) and between the rented sector (73.4%) and home owners (81.3%). There is a similar pattern with responses to question of people not treating each other with respect and consideration. The planned capacity would have enabled these underlying variations to be analysed and addressed, but for the time being the data suggests that issues in Darlington are low level relative to other areas. The proposal could impact on staff morale, through increased pressure on other team members and the removal of a recent gain through the CwC Review.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



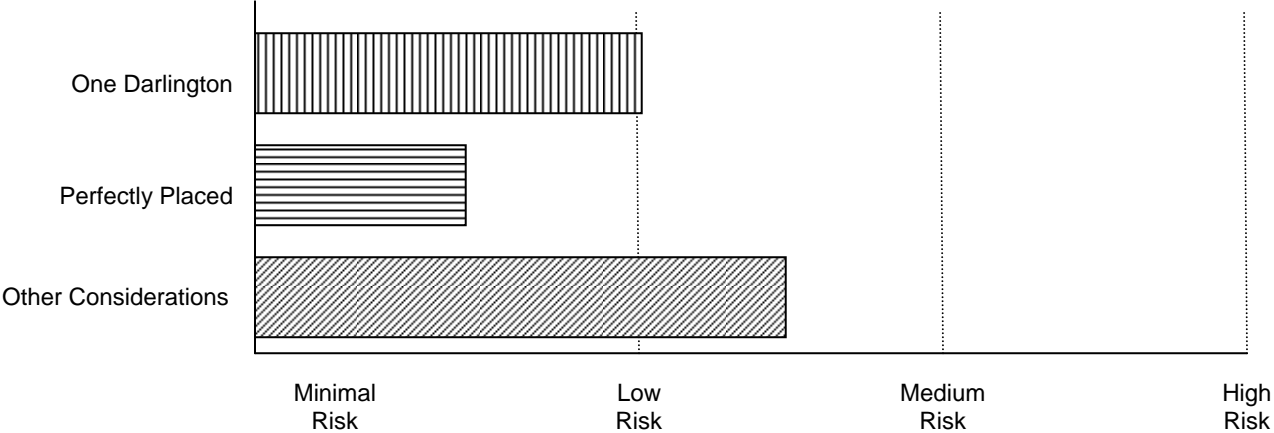
Budget Savings Proposals Self-Assessment of Impact No 18

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 26 – Regeneration (<i>note: duplicate ref nos on proposal sheets to be corrected</i>)
2. Proposal titles	<ul style="list-style-type: none"> Reduce Single Programme matched funding – this proposal would result in a £30k reduction (33%) in the budget provision for match funding in bids to external funding sources
<i>One Darlington Considerations</i>	
3. Equalities Impact	<p>Low risk – external funding levered with this budget is invested in the economy and jobs and potentially benefits workless, low skilled and low wage people, and priority neighbourhoods. However, the availability of external funding is much reduced for the foreseeable future. This budget adjustment could reduce the capacity to bid for funding, but it is difficult to conclude that the knock-on effect would be harmful to groups with protected characteristics.</p> <p>The proposal will not result in a reduction in current service, but in a reduced capability to exploit future opportunities.</p>
5. Poverty Impact	<p>Low risk – as in (3) above, the economic climate and reduced investment in the local economy could impact disproportionately on poorer people and communities, but this proposal is unlikely to be the cause of any impact.</p>
<i>Perfectly Placed Considerations</i>	
6. Sustainability Impact	<p>Low risk - past investment in the local economy has included environmental benefits (e.g. Pedestrian Heart). There may be a loss of potential future benefits, but this will be due to lack of external investment funds rather than this proposal.</p>
4. Health and Safety Impact	Minimal risk

Other Considerations	
7. Partner Impact	Medium risk – this is rated medium due to the current uncertainty about future regional and sub-regional partnership structures (Local Economic Partnerships) for channelling any economic investment funding. This proposal could leave us less well-resourced to participate in the emerging arrangements to bring funding into Darlington. However, a budget is to be retained (£60k) that appears proportionate to the limited external funding that is likely to be available in the foreseeable future, and the budget provision can be reviewed against other priorities if and when circumstances pick-up.
8. Public Perceptions and Unintended Consequences	Low risk – Place Survey 2009: There is no directly related public opinion data available. The underlying data on Satisfaction with the Local Area as a Place to Live indicates that 'Job Prospects' and 'Wage Levels/Cost of Living' are of relatively low importance in 'making somewhere a good place to live (17.3% and 11.1% respectively of respondents rate these as important); and in terms of priorities for improvement (14.7% and 12.9% respectively). These may well be changing in the current circumstances, but suggest that the economy has a relatively low profile in the opinions of local people.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



Budget Savings Proposals Self-Assessment of Impact No 19

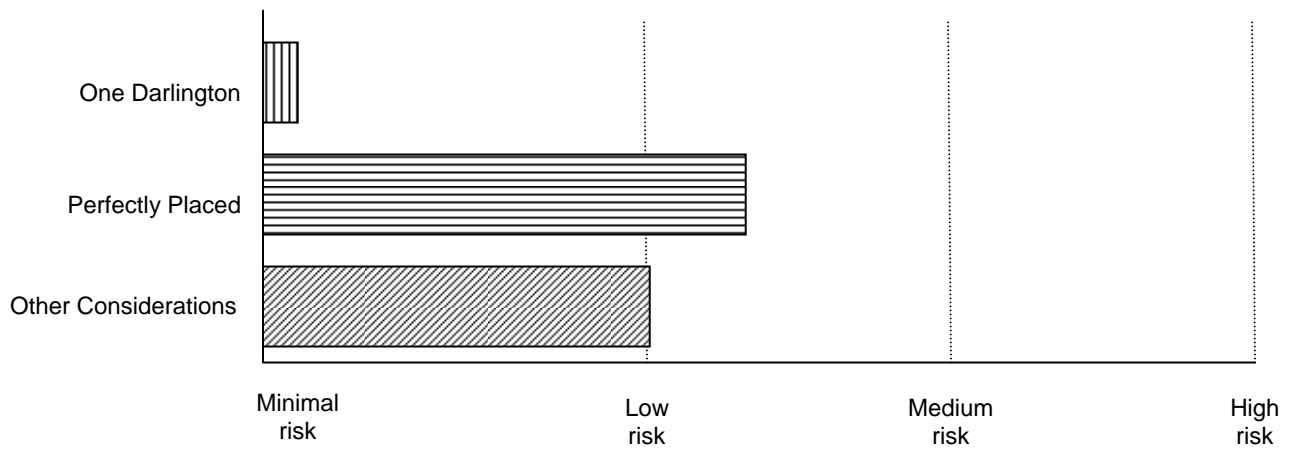
This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 27 - Regeneration <i>(note: duplicate ref nos on proposal sheets to be corrected)</i>
2. Proposal titles	<ul style="list-style-type: none"> Stop climate change project work – reduce a 1.0 full-time Sustainability Officer post to 0.5, retaining its responsibility for statutory sustainability appraisals but stopping non-statutory climate change awareness raising and other projects.
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal risk
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Medium risk – loss of capacity to run campaigns and other projects linked to implementation of the Climate Change Action Plan & other environmental/climate change projects. This impact will be modified to some extent by retaining the capacity to carry out statutory Sustainability Appraisals, which will identify the environmental and climate change impact of a range of strategies, programmes and projects, and by the continuing 1.0 fte Sustainable Development Officer post. The proposal could impact on the achievement of carbon reduction targets relating to council operations and for the borough
6. Health and Safety Impact	Minimal risk
<i>Other Considerations</i>	
7. Partner Impact	Low risk – potential impact on the work of the LSP and particularly the Greener Theme Group, and on partner organisations such as Friends of the Earth – potential for some negative publicity

8. Public Perceptions and Unintended Consequences

Low risk - there is no directly relevant public attitude information available through the Community and Place Surveys. Negative publicity and reputational issues could arise, although these are likely to be low level in the current climate. Responding to climate change is an issue of concern for many members of staff, and the proposal could impact on morale.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.

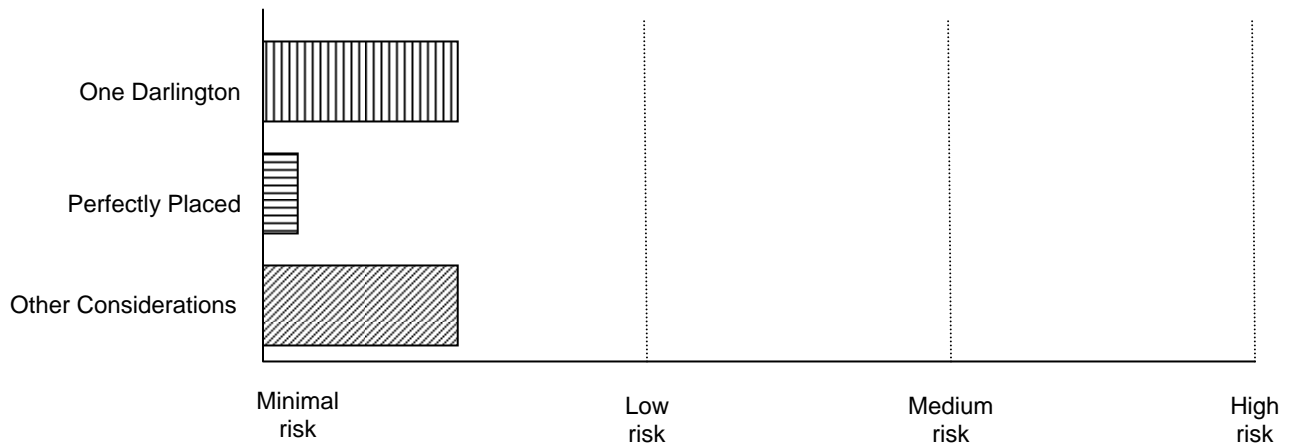


Budget Savings Proposals Self-Assessment of Impact No 20

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 28 - Regeneration (<i>note: duplicate ref nos on proposal sheets to be corrected</i>)
2. Proposal titles	<ul style="list-style-type: none"> • Supplies and services, training and advertising – a reduction of £12k on the current budget of £43k.
<i>One Darlington Considerations</i>	
3. Equalities Impact	Low risk – potentially restricting training of staff in equalities issues and policies
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Minimal risk – potential benefit of less travel for training and more in-house provision
6. Health and Safety Impact	Minimal risk
<i>Other Considerations</i>	
7. Partner Impact	Minimal risk – perhaps some minor impact on local suppliers
8. Public Perceptions and Unintended Consequences	Low risk – restrictions on training and advertising in particular could be a constraint on services, but otherwise minimal impact.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



Budget Savings Proposals Self-Assessment of Impact No 21

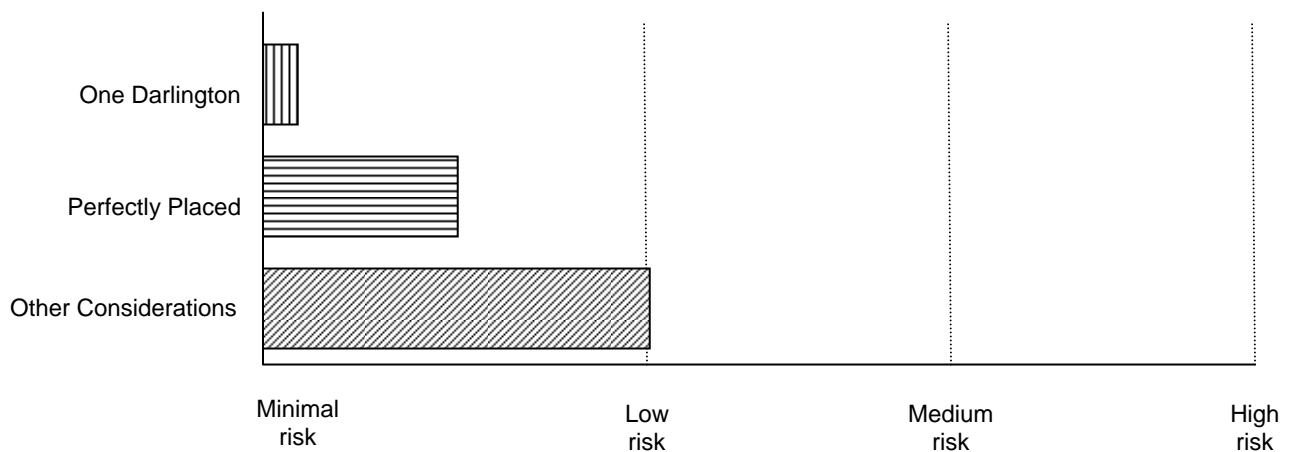
This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref Nos 29, 30 - Development Management <i>(note: duplicate ref nos on proposal sheets to be corrected)</i>
2. Proposal titles	<ul style="list-style-type: none"> • Reduction of staff hours • Maternity cover – one-off cut in development facilitation
<i>One Darlington Considerations</i>	
3. Equalities Impact	Minimal risk
4. Poverty Impact	Minimal risk
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Low risk – potential for increased pressure on staff to maintain application turnaround times results in poorer quality decisions and development, to the detriment of local environmental quality. Less staff resource combined with current economic climate may reduce ability to secure planning obligations, in line with LDF policy, that deliver environmental benefits, and to achieve innovative sustainable designs.
6. Health and Safety Impact	Minimal risk
<i>Other Considerations</i>	
7. Partner Impact	Low risk – impact on developers and agents; potentially poorer performance in the timeliness of decisions, combined with a reduced capacity to carry out the pre-application negotiations that can contribute to smoother passage through the application process.

8. Public Perceptions and Unintended Consequences

Low risk -
Community Safety 2009:
The satisfaction rating of 15.3% for Planning and Control of Development reflects the very low level of direct usage of the service (6.7% of respondents), and the high number of 'don't knows'. The mean score (excluding don't knows) is better than average and improved between 2008 and 2009.
More significant is the council's reputation, built over a number of years with the development industry, for providing an enabling, can-do development management service. The proposal carries a low level potential to erode this reputation.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



Budget Savings Proposals Self-Assessment of Impact No 22

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref Nos 31, 32, 35, 36 - Transportation Concessionary Provision (<i>note: duplicate ref nos on proposal sheets to be corrected</i>)
2. Proposal titles	<ul style="list-style-type: none"> • Concessionary fares – return to statutory scheme This would result in a loss of free travel before 9.30am and after 11.00pm. Free travel would be retained throughout the weekend and on public holidays • Withdraw taxi vouchers from September 2010 • Withdraw Ring a Ride from 1st Jan net of estimated increase of services to Adult Services • Reduce grant on basis of users pay a £2 fee in line with other similar services (DAD Grant) <p>These proposals have been assessed and documented together because they will impact on common user groups with the potential for an amplified combined effect.</p>
<i>One Darlington Considerations</i>	
3. Equalities Impact	<p>High risk:</p> <ul style="list-style-type: none"> • Approx. 21,000 people currently have concessionary bus passes – people over 60 but age threshold shifting in line with pensions to 65 by 2020; younger people meeting disability eligibility criteria also qualify for concession. • Around 1600 people have taxi vouchers – over 75s living in care homes and younger people meeting disability eligibility criteria • Less than 40 people are regular users of Ring a Ride, and around 100 are occasional users – profiled and surveyed in recent DEIA on Ring a Ride funding • Shopmobility has around 1600 registered users and 350 usages of equipment per month – wide range of users, from those meeting disability eligibility criteria to people with relatively minor mobility impairment

3. Equalities Impact - *continued*

Therefore these proposals would all impact on people with protected characteristics, namely older and disabled people.

The DEIA of the proposal to withdraw funding from Ring a Ride concluded that the loss of the service would be significant for a small number of people (perhaps 15-20) and that the transport needs of these people should be addressed through Adult Services. Otherwise the loss would not be significant, but the wider transport needs of disabled people should be addressed through LTP3.

The withdrawal of taxi vouchers combined with the termination of Ring a Ride could have a significant impact on the more infirm older people, particularly those on lower incomes who are both less able to use buses and less able to pay for taxis.

The reduced concessionary scheme would have most impact on those who need to travel before 9.30am – this particularly affects hospital appointments and people who do voluntary work, in particular at the hospital.

It would be up to Shopmobility as to whether to impose a fee, and on what scale, in response to the proposed grant reduction. A £2 per usage fee and around 350 uses per month would generate £8,400 per year, covering the proposed grant reduction. It would be a differential cost to disabled users. However, the suggested £2 (without time limit) is reasonable in comparison with charges elsewhere, which are in the range of £1 - £1.25 per hour, and the differential impact is balanced by the free parking provided for users, which is not available to other town centre visitors.

It is tempting to mark this assessment as 'High Risk', given these impacts. However, we need to recognise that the majority of older and disabled people will continue to enjoy free travel within the borough, subject to the 9.30am weekday threshold. The recommendation in the Ring a Ride DEIA to address the travel needs of the small user group and to pursue transport improvements for disabled people through LTP3 should be reinforced by assessing the specific impact of withdrawal of taxi vouchers on over-75s as, potentially, the most vulnerable group to be impacted by these proposals

4. Poverty Impact	<p>High risk - these proposals could increase costs for the following:</p> <ul style="list-style-type: none"> • Older/disabled bus users who need to travel before 9.30am • Older/disabled people for whom taxis (or Ring a Ride) are the only practical means of transport, and who are physically less able to use buses • Shopmobility users <p>At least some of the people experiencing these cost increases will be on low incomes.</p>
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	<p>Low risk – potential shift to car use for some service users. Potential to reduce viability of some early morning/late night bus services? Perhaps unlikely, but reduction in service could generate additional car use.</p>
6. Health and Safety Impact	<p>Low risk – some potential but limited risk arising from the possibility that older and more infirm people may have to shift from taxis to buses.</p>
<i>Other Considerations</i>	
7. Partner Impact	<p>Medium risk – potential impact on bus operators in terms of loss of income on early morning/late night services – although some users will choose to pay rather than travel within statutory time period. Impact on taxi operators through loss of income with withdrawal of taxi vouchers – again, some users will choose to pay. Impact on DDYCA through withdrawal of funding to Ring a Ride – likely to result in termination of service. Impact on DAD – will have to decide whether to impose a fee or seek third party funding to cover the proposed grant reduction. It has not been possible to quantify these impacts in the time available, but detailed impact assessments should be carried out before implementation, including discussions with partners, to minimise their effects.</p>
8. Public Perceptions and Unintended Consequences	<p>High risk - Community Survey 2009:</p> <ul style="list-style-type: none"> • 50.1% of respondents stated that they or a family member used/benefited from local bus services • Local bus services satisfaction rating was 44.9%, the 4th lowest of 39 services; 18% were dissatisfied • The mean score, with 'don't knows' removed, was better than average and was 10th lowest of 39 services

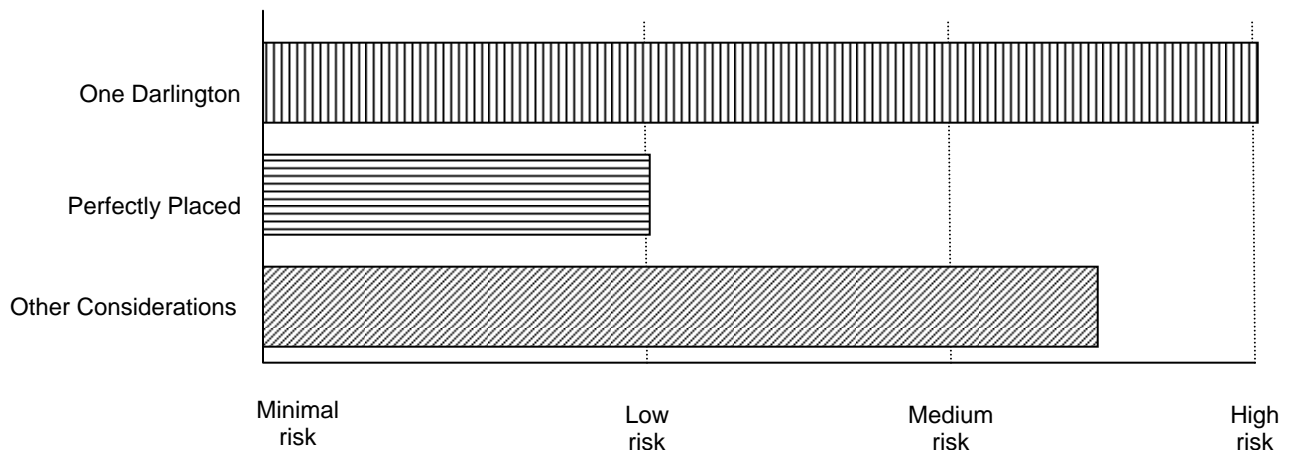
8. Public Perceptions and Unintended Consequences - *continued*

The concessionary fares proposal has the potential to raise dissatisfaction amongst a significant population group. In any event, previous experience demonstrates that the proposals are likely to generate considerable public opposition, and negative media coverage, with reputational risk to the council and bus/taxi operators. This could be compounded by ineffective communication resulting in misunderstanding and confrontation between users and bus drivers/taxi drivers.

The Shopmobility proposal similarly has potential to result in negative publicity, opposition and reputational harm, and confrontation between the service and users.

Ring a Ride carries a lower risk, with a small user group with which the council is already engaged – the findings and conclusions of the recent DEIA need to be fed back to users, and the recommendation to address their transport needs acted on. A strong communications strategy will be essential across all these proposals.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.



Budget Savings Proposals Self-Assessment of Impact No 23

This multi-dimension assessment has been carried out in a very compressed time period as a piece of desktop research with no direct involvement from service users. It identifies potential short and, where appropriate, longer-term impacts.

1. Name of grouping of proposals	Ref No 33 - Transportation – Bishop Auckland Rail Service
2. Proposal titles	Withdraw contribution towards Bishop Auckland-Darlington Sunday. The proposal would save £4k in year and £7k per year subsequently. Our subsidy is relatively small compared to Durham's £18k.
<i>One Darlington Considerations</i>	
3. Equalities Impact	Low risk – there is potential for disproportionate impact on those for non-car users, including younger, older and people on low incomes, for whom the service is the sole or primary means of transport. However, this assumes that the service would be reduced by withdrawal of this subsidy, but this is dependent on Durham's response. Approximately 200 passengers are carried on a Sunday, and bus provides a viable alternative.
4. Poverty Impact	Low risk – the proposal could impact more on low income people if it resulted in a fares increase, but bus provides viable alternative
<i>Perfectly Placed Considerations</i>	
5. Sustainability Impact	Low risk – if the withdrawal of subsidy led to a reduction or termination of service, more car use could result. 62% of a sample survey of passengers said they would travel by bus.
6. Health and Safety Impact	Minimal risk
<i>Other Considerations</i>	
7. Partner Impact	Medium risk: <ul style="list-style-type: none"> • Reputational risks with Durham County Council, Northern Rail and Bishop Line Community Rail Partnership (Council is a member and funder) • Could affect use of cross-boundary bus services primary funded by DCC – proposal needs to be considered alongside proposal 34 to ensure these two proposals do not act together to reinforce negative impacts

8. Public Perceptions and Unintended Consequences

Low risk - there is no public opinion data available directly relating to rail services. There is a possibility that the lack of a Sunday rail service could reduce the attractiveness of rail-based visits to both NRM Shildon and Head of Steam; however, it is wrong to assume that the proposal would lead to the termination of the rail service, and the number of museum visitors travelling by rail is likely to be low.

The chart below is for indicative guidance only to the scale of the impact of the proposal against the One Darlington and Perfectly Placed priorities. It is based on judgements rather than quantified effects, having regard to the assessment guidance on the following pages. Low impact is better, in prioritising proposals in terms of their impact.

