

Appendix 1 - Bridgend County Borough Council – Risk Assessment – December 2011

Rank	Description of area / activity at risk	Potential Impact (quantify in terms of numbers/cost/quality etc)	Council's Risk reduction measures and/or controls	Responsible Officer/Body	Score	Link to Strategic Theme
1	<p>Impact of the recession:</p> <p>The slow speed of economic recovery continues to impact on locally based businesses and employment opportunities, and has also made challenging reductions in public spending necessary, which could impact on the range and quality of services.</p>	<p>Financial constraint will impact on the council's ability to provide services at current levels. Some areas will need to be remodelled, which could, in the short term, lead to a deterioration in quality as new arrangements settle in.</p> <p>Changes being made by the UK Government to benefit entitlements mean that demands on some services are likely to increase at the same time as the council's resource base reduces.</p>	<p>The council's medium term financial plan outlines where savings will be made and how best to tackle the spending reductions required so as to minimise the impact on front line services, whilst retaining the council's strategic vision and ambition for the County Borough.</p> <p>Options for spending reductions of some £17m over the years 2011/12 to 2013/14 have been agreed. It is important that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed.</p> <p>The council has mature political relationships which have assisted as Councillors, of all political groups, worked together making difficult decisions, developing the budget and minimising the impact of savings.</p> <p>Raise awareness of changes to benefits via landlord forums, information leaflets, letters to customers and open days.</p> <p>Bridgend County Borough Council is</p>	Cabinet & CMB	<p>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</p>	Links to all strategic themes

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		<p>Job losses and the threat of job losses in the local economy.</p>	<p>part of a Redundancy Response Team comprising of representatives from the council, Careers Wales, Job Centre Plus and the Welsh Government. The team offers a range of advice and benefits to those affected by redundancy. Interagency collaboration with the ReAct programme has resulted in 1,310 individuals receiving training and 211 being placed with new employers between October 2008 and June 2011. The committed expenditure is £2,494,822.</p> <p>Supporting the business community via the Business Forum.</p> <p>Increasing footfall in town centres through strategic, high quality events, supported by proactive marketing.</p> <p>Increasing the attractiveness of town centres through regeneration.</p> <p>Drawing down resources in the Western Valleys regeneration area to invest in strategic sites, employment, skills and projects.</p>			

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1	<p>Using resource effectively:</p> <p>£17m of savings are required over the three year period from 2011 to 2014. Some remain to be identified. If the council does not continue to make difficult decisions about service re-engineering there may be a shortfall in delivering savings.</p>	<p>If cuts in essential services are made there is potential for vulnerable people to be at risk.</p> <p>If there is a shortfall in savings the council might fail to balance its budget and achieve its medium term financial plan in 2012/13 and 2013/14.</p> <p>If there is a shortfall in savings there may be a reduction in the council's reserves.</p>	<p>Strong leadership is being demonstrated throughout the council to deliver the required savings.</p> <p>CMB are working closely with Cabinet to contain spending pressures in services and explore further options.</p> <p>Strengthened Directorate financial performance management.</p> <p>The Efficiencies and Innovation Programme is aligned with the Welsh Government's National Efficiency Programme to optimise the way we provide services. Current activities include :</p> <ul style="list-style-type: none"> • Using the "Lean Thinking" methodology to review key processes via the Work Wise project. • Making the best use of the workforce, improving the appraisal process and reducing sickness absence from 14.8 days in 2007/08 to 9.5 days in 2010/11. 	Cabinet & CMB	<p>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</p>	Links to all strategic themes

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			<ul style="list-style-type: none"> • Rationalising our property base. • Introducing electronic records management. • Improved energy management. • Promote collaborative working that produces tangible benefits. • Increase use of technology. • Promote best procurement practices. 			

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2	<p>Implementing a new pay and grading system:</p> <p>The council must modernise its pay structure in compliance with the equalities agenda and equal pay legislation.</p> <p>There is a threat to the budget because of the costs associated with job evaluation and potential additional pension fund contributions.</p>	<p>Job evaluation is likely to add about £3m to pay base budgets.</p> <p>Meeting liabilities may necessitate further spending reductions in service budgets.</p> <p>Uncertainty could have an adverse effect on staff and consequently service users.</p>	<p>Job evaluation is being approached jointly with the Trade Unions and is being managed as a project.</p> <p>£3m per annum has been transferred from the major claims provision to staffing budgets on a recurring basis.</p> <p>Further pay modelling is being undertaken during the formal consultation period with staff and Trade Unions.</p> <p>The results of decisions made by other Authorities are monitored to ensure relevant lessons are learnt.</p>	Dave MacGregor	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>	Links to all strategic themes

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2	<p>Collaboration with partners:</p> <p>If there is to be cost effective, tangible, improvements to services the pace and scope of collaboration with partners must increase, and barriers be overcome.</p> <p>The new Local Government Measure gives the Welsh Government the power to issue guidance about collaboration and amalgamation to which councils must have regard.</p>	<p>Successful collaborative working is essential for the efficient delivery of quality public services.</p> <p>It forms part of the grant eligibility formula for determining the level of Outcome Agreement Grant. This is worth £1.3m to Bridgend. Maximum scores cannot be delivered unless outcomes are delivered through collaboration.</p> <p>There will be a loss of reputation if the council fails to work effectively with others to meet the rising demand for public services from increasingly stretched resources.</p> <p>As we move towards multi-agency working, there is potential for service instability whilst transformation takes place.</p> <p>Budget reductions have the</p>	<p>There is evidence that partnership working and good collaborative arrangements permeate all the main risk areas.</p> <p>Bridgend County Borough Council is represented on the Public Services Leadership Group.</p> <p>The outcome agreement is monitored through Quarterly Business Reviews.</p> <p>The Bridgend Local Service Board is led by the council and has a strong and positive record of facilitating collaborative working. Its partnership agreement, the “Bridgend Compact”, will provide a framework for building productive relationships between the different sectors and agencies.</p> <p>The Local Service Board is developing a multi-agency neighbourhood management model to tackle long term issues.</p> <p>Memorandum of Understanding with Vale of Glamorgan Council.</p> <p>Partnership working with ABMU to</p>	CMB	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total – 20</p>	Links to all strategic themes

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		<p>potential to affect collaboration where they result in restrictions of spend to single-agency priorities.</p>	<p>deliver a model of integrated care for older people and people with a physical disability or sensory impairment.</p> <p>Education and Social Services programmes and consortia are in place to deliver collaborative improvements.</p> <p>Potential for greater collaboration with South Wales Police.</p> <p>The South East Wales Transport Alliance promotes and develops regional transport strategies and projects.</p> <p>The procurement process for the regional anaerobic digestion facility is proceeding. It is planned that this will be in place by 2014. A recent decision by Neath Port Talbot County Borough Council supported by Bridgend County Borough Council makes participation possible in a regional residual waste facility by 2018.</p>			

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2	<p>School modernisation:</p> <p>It is likely that progress with school building improvements will be delayed because of the national restrictions on capital spending and if the Welsh Government reduces the capital grant to 50% of the cost of a project.</p>	<p>Insufficient progress may have a negative impact on pupils' learning and wellbeing.</p> <p>This is because:</p> <ul style="list-style-type: none"> • There is a link between attendance, attainment and the school environment. • There will be a mismatch in the supply and demand for places in different schools; resulting in inefficient use of resources. • Deterioration in the state of school buildings results in inefficient use of resources due to increased running costs • Potential health and safety issues • Of an inability to 	<p>Continue to implement a phased schools modernisation programme but within a revised timetable.</p> <p>Maintain strong programme and project management arrangements. There is a track record of delivering projects to time, cost and quality.</p> <p>Procurement through the South East Wales Schools & Capital Programme Contractor Framework.</p> <p>The production of sound feasibility studies, business cases and funding bids.</p> <p>Maintain good links with Welsh Local Government Association and Welsh Government.</p> <p>Ring fence capital receipts.</p> <p>Repayment of Prudential Borrowing will need to be met from savings within the Directorate.</p> <p>Regular health and safety audits will enable the council to prioritise improvement works and respond to</p>	<p>Hilary Anthony</p>	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>	<p>Young Voices</p>

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		maximise opportunities to move services closer to communities via multiagency hubs located in community focused schools.	emerging issues. Funding has been secured for Coleg Cymunedol Y Dderwen which will be developed as a community hub.			

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2	<p>Adult Social Care</p> <p>If the council does not change how services are delivered it will not be able to meet the challenges brought about by a growing and ageing population, higher public expectations and difficult budgetary settlements.</p>	<p>36% of people aged over 85 receive a service. The increasing impact of demographic change will lead to an extra cost of between £700,000 and £1m per annum over the next 10 years.</p> <p>Failure to remodel services will:</p> <ul style="list-style-type: none"> • Restrict the council's ability to respond to assessed needs. Vulnerable people will not receive the assistance and support that they need to live as independently as possible. • Result in inefficient services that do not make the most of available resources. • Mean that the council does not meet the 	<p>Modernisation is being driven forward and the council is moving towards a service model that aims to work with service users so that they maintain/recover their independence.</p> <p>To meet the challenges ahead a framework for the care of older and disabled people is being established with ABMU Health Board. The Bridgend Care Partnership will oversee the delivery of services that enable people to live independently and be protected from harm. Services which support independence include:</p> <ul style="list-style-type: none"> • The development of a residential reablement service • Enablement focused homecare • The continued successful promotion of telecare. The number of installations will increase to 800 • The provision of 39 Extra Care flats with V2C – September 2011 • Agreeing a model of 	Abigail Harris	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>	<p>Healthy Living</p> <p>Strong Communities</p>

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		<p>publics' expectations and consequently the reputation of the council will suffer.</p>	<p>accommodation for people with dementia in partnership with a Registered Social Landlord – December 2011</p> <p>Difficult, sensitive but necessary decisions will have to be taken about how long term homecare and residential care services are delivered.</p> <p>To reflect demographic change the medium term financial strategy includes growth in each of the next three years. Offsetting this are plans to achieve savings over the same period from service remodelling and efficiencies.</p>			

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3	<p>Educational attainment:</p> <p>If school standards and pupil attainment do not improve there are significant risks to the emotional wellbeing of young people, the local economy and a range of council services as young people leave education ill-equipped for employment.</p>	<p>Potentially fewer quality learning opportunities for students resulting in poorer educational attainment.</p> <p>An increase in the number of young persons not in education, employment and training.</p> <p>Less capacity for provision for pupils with learning difficulties.</p> <p>Potential for parents to complain and/or take cases to SEN Tribunal.</p> <p>More schools identified as requiring monitoring and intervention through inspection, with concern and eventual special status.</p> <p>Potential for a decline in examination results, PISA scores and other accreditation.</p> <p>Potential intervention by the</p>	<p>The development of a regional education service to improve outcomes for learners, provide high quality consistent services and provide regional, collaborative solutions to key issues.</p> <p>Increase delegated funding to schools to 85%. Bridgend is the 3rd highest delegator of funding in Wales (78% compared to Wales's average of 75%).</p> <p>Early identification of areas needing change and thorough planning.</p> <p>Continue the review of the school funding formula to identify shortcomings and the potential for improved targeting of funds at essential services.</p> <p>Greater support to Governing bodies.</p> <p>School modernisation programme.</p> <p>Implement the School Effectiveness Framework and strategies for literacy and numeracy.</p>	Hilary Anthony	<p>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>	Young Voices

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		Welsh Government.	<p>Good use of information about strengths and weaknesses of schools in supporting, monitoring and challenging them.</p> <p>Rigorous monitoring of progress through the Quarterly Business Review process.</p> <p>Leaner systems, joint commissioning and shared service arrangements.</p> <p>Support schools in the practicalities of working more efficiently so that the impact of scarce resources is maximised.</p> <p>Service plans to include consideration of the consequences of reductions in funding.</p> <p>Collaboration and partnership working between schools and shared intelligence on funding matters.</p> <p>High quality staff training.</p>			

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3	<p>Supporting vulnerable children:</p> <p>If the council fails to develop high quality early intervention and preventative services, including multi-agency locally based support, then needs amongst children may become more severe and complex. This will place greater demands on level 3 and 4 services that support vulnerable children and their families.</p>	<p>The wellbeing and safety of children might be compromised.</p> <p>The number of Looked After Children might increase.</p> <p>There is increased pressure on expensive level 3 and 4 services for children with complex needs.</p> <p>Less able to react quickly to referrals.</p> <p>Deficiencies in specialist support affecting universal services.</p> <p>An increase in the proportion of young people identified as not in education, employment or training.</p> <p>A less skilled and flexible workforce.</p> <p>Increased social and economic costs.</p>	<p>Support families with complex needs by the implementation of the "Connecting Families" project by July 2011.</p> <p>Implementation of the multi agency 4-5-6 model and Integrated Working Framework.</p> <p>Implement locality working by 2013/14 so that services are closer to children and young people.</p> <p>Integrated data systems for the collection and validation of data on individuals and families.</p> <p>Enhance Looked After Children provision:</p> <ul style="list-style-type: none"> • Work experience opportunities • BCBC apprenticeship scheme • Proactive educational planning • Training for designated teachers in schools • Permanency plans <p>Increase number of BCBC foster carers for children with complex needs.</p>	Hilary Anthony	<p>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>	Young Voices

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		<p>A loss of reputation to the council.</p> <p>Increased difficulty in motivating, recruiting and retaining staff due to uncertainty, budget reductions and stress.</p>	<p>Joint commissioning and negotiating of costs.</p> <p>Integrated post 16 service by March 2012 to prepare care leavers for independence.</p> <p>Effectively use commissioning of core funded services and services supported by the Families First Fund.</p> <p>Ensure Communities First and the Child Poverty Strategy is linked into this agenda.</p> <p>Agree and implement 'Families Together' - Bridgend's family support strategy, including increased provision of "Flying Start" places.</p>			

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3	<p>Maintaining infrastructure:</p> <p>Continued severe weather combined with funding constraints and the subsequent reactive approach to infrastructure maintenance will lead to an increase in the number of roads in poor condition, more repairs being required in the future and the council failing to meet its statutory obligations.</p>	<p>Failure to maintain infrastructure will result in the council not meeting its statutory obligations. A poor quality highway network leads to increased third party liability claims, a loss of reputation, a possible adverse impact on economic activity and reduced quality of life for citizens.</p> <p>Further budgetary pressures could occur due to unpredictable weather patterns and the worsening condition of the infrastructure. This will lead to an increased requirement for emergency repairs.</p> <p>Reductions in funding will restrict delivery of the improvement programme.</p>	<p>Resources for road maintenance are allocated on a hierarchical basis: Principal (A Class Roads), B&C and unclassified roads. Resources have been targeted at A roads and performance indicators demonstrate the impact. The % of A roads in poor condition has reduced from 8.3% in 2007/08 to 6.1% in 2010/11. However in the last year the % of non principal roads in poor condition increased from 11% to 12%.</p> <p>The updated Highways Asset Management Plan was considered by Scrutiny Committee in August. When adopted this will inform the council's long term budget strategy and will help the council target resources appropriately.</p> <p>The 2010/11 highways maintenance budget increased by a further £200,000 following the £400,000 increase in 2009/10. These increases are balanced by a reduction in the Welsh Government's capital highway maintenance grant which reduced from £558,000 in 2009/10 to £186,000 in 2010/11 and has been withdrawn in</p>	Louise Fradd	<p>Likelihood - 4</p> <p>Impact – 4</p> <p>Total - 16</p>	Strong Communities

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			<p>2011/12. This will have an impact on the improvement programme and the delivery of the Highways Asset Management Plan.</p> <p>To assist with repair costs following severe winters and to help purchase additional salt, Welsh Government provided grants of £108,000 and £295,000 in 2010 and £593,000 in 2011.</p>			

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3	<p>Equal Pay Claims:</p> <p>In the spring of 2012, circa 1,850 equal pay claims will be considered at an Employment Tribunal. If the council has to settle these claims there is potential for a considerable impact on the council's ability to deliver services.</p> <p>Settlement with claimants is likely to result in further claims from other employees within the same service areas.</p>	<p>If the council is unable to defend most of these claims the financial impact on the council's reserves and revenue budget will be very considerable. Meeting liabilities may necessitate further spending reductions in service budgets.</p>	<p>A comprehensive record of all claims received is maintained.</p> <p>Expert legal advice is being obtained on a joint basis with other Local Authorities and all necessary information for the defence of claims is provided to them.</p> <p>An earmarked provision has been built up to deal with claims.</p>	<p>Dave MacGregor</p>	<p>Likelihood - 4</p> <p>Impact – 4</p> <p>Total - 16</p>	<p>Links to all strategic themes</p>

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4	<p>The impact of homelessness:</p> <p>Homelessness may increase because economic conditions have resulted in stalled housing projects, job losses and a UK Government review of welfare benefits. This may result in a greater dependence on the council to provide temporary accommodation for residents. The position will worsen if interest rates increase.</p>	<p>Homelessness often represents a culmination of several problems, such as debt and relationship difficulties. For many, homelessness leads to increased stress, depression, and isolation. It is a time of change and uncertainty for adults and children. It can lead to a need for other costly service interventions.</p> <p>The use of bed and breakfast accommodation results in high costs both in terms of finance for the council and the wellbeing of individuals. Use has reduced from 35 to 17 "households" in the last year.</p> <p>The number of completed new properties in the County Borough has declined from 550 in 2006/07 to 148 in 2009/10.</p> <p>Fewer properties are being</p>	<p>The council is taking a proactive/ prevention approach to the issue of homelessness by helping residents find solutions to their housing needs.</p> <p>Cabinet has approved the recommendations of the Homelessness Research and Evaluation Panel which include:</p> <ul style="list-style-type: none"> • Clear performance measures • The use of B&B as a last resort. • Greater choice of temporary accommodation. Including BABBA and additional rooms at Brynmenyn • Increased floating support • V2C nomination agreement reviewed • Review of Supporting People Grant <p>The Work Wise review will improve the response to homelessness presentations and increase the emphasis on prevention and support.</p> <p>The Housing options team prevented 98 cases of homelessness in</p>	Louise Fradd	<p>Likelihood – 5</p> <p>Impact – 3</p> <p>Total - 15</p>	<p>Strong Communities</p> <p>Young Voices</p> <p>Healthy Living</p>

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		<p>improved because the Housing Renewal Area programme is reducing. The grant has reduced from £1m to £600,000 per year.</p> <p>In 2010/11 there were 501 homelessness presentations of which 234 were people in priority need. This compares with 665 presentations in 2009/10 of which 358 were priority need.</p> <p>Changes to Housing Benefits might result in increased rent arrears and evictions leading to an increase in the number of homelessness cases. This would impact on the welfare of citizens, the Council's Housing Options Team, the homelessness budget and other welfare services.</p>	<p>2010/2011. This is a reduction from 113 in 2009/10. There will be greater focus on this area with discretionary support to persons so that they do not become homeless. Actions include:</p> <ul style="list-style-type: none"> • Provision of rent in advance of payment • Payment of bonds • Interim payments if there are delays or shortfalls in housing benefit <p>Develop the common housing register in partnership with registered social landlords. This will improve the nomination process and streamline access to social housing.</p> <p>Tenancy support services.</p> <p>The Welsh Government has announced a new programme of Homelessness Grant for 2011/12. The council will bid for funds so that it can provide debt advice.</p> <p>Raise awareness of Housing Benefit changes via landlord forums, information leaflets, letters to customers and open days.</p>			

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5	<p>Disposing of waste:</p> <p>The EU Waste Framework Directive promotes waste prevention and increased recycling.</p> <p>Welsh Government's waste strategy 'Towards Zero Waste' sets challenging targets. From 2012/13 there is an obligation to recycle/compost 52% of waste and this will rise to 70% by 2025. If new services do not deliver improved performance the environment will be affected and fines will be imposed on the council.</p>	<p>Failure to achieve recycling/composting targets could result in:</p> <ul style="list-style-type: none"> • Inefficient use of resources as waste goes to landfill sites • Penalties of £200 per tonne <p>Increased recycling has a knock on effect to the contract requirements of MREC.</p>	<p>The May Gurney contract is delivering increased recycling rates that will enable the council to meet its recycling and landfill targets in the medium term. A draft long term strategy will be presented in October 2011.</p> <p>The procurement process for the regional anaerobic digestion facility is proceeding and a facility to deal with food waste will be in place by 2014.</p> <p>A recent decision by Neath Port Talbot County Borough Council supported by Bridgend County Borough Council makes participation possible in a regional residual waste facility by 2018.</p> <p>The May Gurney waste contract and regional facility will impact on MREC as waste streams will be diverted. The long term future of this facility is uncertain and NPT have commissioned a report on its future.</p> <p>Improved recycling rates will be achieved in the short term by education and communication.</p>	Louise Fradd	<p>Likelihood – 3</p> <p>Impact – 4</p> <p>Total - 12</p>	Strong Communities

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5	<p>Supporting regeneration:</p> <p>If we fail to regenerate our towns and more deprived areas there will be no long lasting economic, environmental and social change to improve the quality of life for residents.</p>	<p>Town centres are suffering in the current economic conditions. Without regeneration they will not be attractive places to visit or able to compete with retail developments in neighbouring centres such as Cardiff.</p> <p>Existing capital schemes will be affected if there are cost over-runs on these projects. There is no provision to fund unforeseen works.</p> <p>If insufficient consultation and communication is carried out, the schemes may result in public discontent, complaints and negative publicity.</p>	<p>A response to the Communities First consultation is being prepared and a bid for monies under the new programme will be made.</p> <p>Capital schemes are commencing, funded through the Convergence Programme in Bridgend, Maesteg and Porthcawl.</p> <p>The council's regeneration match funding source, SRF, is being used to support existing grant funded schemes but there are many competing priorities for funds. The fund will reduce from £807,000 in 2010/11 to £380,000 in 2013/14</p> <p>Bridgend</p> <p>The production of the Bridgend Masterplan will facilitate a planned approach to development for the next 10 years.</p> <p>European Convergence funding of £3.5m, along with Welsh Government Targeted Match Funding of £4.2m and just over £1m of Heritage Lottery Fund and private sector investment</p>	Louise Fradd	<p>Likelihood – 4</p> <p>Impact – 3</p> <p>Total - 12</p>	<p>Strong Communities</p> <p>New Opportunities</p>

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			<p>has been awarded for the next phase. The council will be required to invest £510k of match funding from within its capital SRF budget.</p> <p>Maesteg</p> <p>Phase four of the regeneration of Maesteg continues with £2.2m Welsh Government funding including support from the European Regional Development Fund and the Western Valleys Regeneration Area Fund.</p> <p>Porthcawl</p> <p>CDF Ltd has been appointed as a preferred bidder. Their proposal for phase one is to develop a new Tesco Superstore.</p>			

Appendix 1 - Bridgend County Borough Council – Risk Assessment – December 2011

Rank	Description of area / activity at risk	Potential Impact (quantify in terms of numbers/cost/quality etc)	Council's Risk reduction measures and/or controls	Responsible Officer/Body	Score	Link to Strategic Theme
6	<p>Reconfiguring Leisure Services:</p> <p>Failure to procure a partner organisation will result in the council's desired outcomes of increased physical activity and exercise being severely compromised by the on-going need for investment into a deteriorating asset base.</p>	<p>Without change the council will be left with buildings requiring significant asset renewal and increasing revenue support as costs relating to ageing buildings escalate and income falls.</p> <p>People will no longer wish to use increasingly tired buildings which will result in diminished participation levels and a less healthy population.</p> <p>Alternative service delivery should provide savings of £150,000 in 2012/13 and £125,000 in 2013/14. These will be lost if the project does not proceed.</p>	<p>Whilst the council will maintain a critical role as a strategic commissioning body it will seek to procure a partner organisation to manage the core set of sports centres and swimming pools within an outcomes framework. This will ensure capital investment, sustainability and delivery against a range of health and social indicators.</p> <p>A detailed procurement process has commenced using the competitive dialogue approach. The final stages of the process will be completed by the end of the year with transition to the new provider commencing at the beginning of 2012. The contract will come into force in April 2012.</p> <p>Service delivery will also be through community focused schools, including Archbishop McGrath and Coleg Cymunedol Y Dderwen Comprehensives. There will be a focus on developing healthy lifestyles through sport and leisure.</p>	Abigail Harris	<p>Likelihood - 2</p> <p>Impact – 4</p> <p>Total - 8</p>	<p>Healthy Living</p> <p>Young Voices</p> <p>Green Spaces</p>