

To: Members of the Cabinet

Date: 6 December 2017

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Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 12 DECEMBER 2017** in the **COUNCIL CHAMBER, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal, HR and Democratic Services

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS

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

4 MINUTES (Pages 7 - 12)

To receive the minutes of the Cabinet meeting held on 21 November 2017 (copy enclosed).

5 DENBIGHSHIRE HOMELESSNESS STRATEGY 2017-21 (Pages 13 - 42)

To consider a report by Councillor Bobby Feeley, Lead Member for Well-being and Independence (copy enclosed) seeking Cabinet approval of the Homelessness Strategy 2017-21 prior to its submission to the Regional Collaborative Committee.

6 DENBIGHSHIRE SUPPORTING PEOPLE/HOMELESSNESS PREVENTION PLAN 2018/19 (Pages 43 - 62)

To consider a report by Councillor Bobby Feeley, Lead Member for Well-being and Independence (copy enclosed) seeking Cabinet approval of the Plan prior to its submission to the Regional Collaborative Committee.

7 INTEGRATED CARE FUND AGREEMENT 2017-2020 (Pages 63 - 74)

To consider a report by Councillor Bobby Feeley, Lead Member for Well-being and Independence (copy enclosed) seeking Cabinet approval to the Council entering into a legal agreement in respect of the Integrated Care Fund.

8 MANAGED SERVICE FOR THE PROVISION OF AGENCY WORKERS (Pages 75 - 84)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) seeking Cabinet approval to commence a procurement and enter into a contract to appoint an agency to supply temporary staff for use by the Council.

9 FINANCE REPORT (Pages 85 - 122)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) detailing the latest financial position and progress against the agreed budget strategy.

10 CABINET FORWARD WORK PROGRAMME (Pages 123 - 126)

To receive the enclosed Cabinet Forward Work Programme and note the contents.

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

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

11 LOCAL BUS SERVICE CONTRACT (Pages 127 - 130)

To consider a confidential report by Councillor Brian Jones, Lead Member for Highways, Planning and Sustainable Travel (copy enclosed) seeking Cabinet approval to award contracts for local bus services.

MEMBERSHIP

Councillors

Hugh Evans
Bobby Feeley
Huw Hilditch-Roberts
Richard Mainon

Tony Thomas
Julian Thompson-Hill
Brian Jones
Mark Young

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

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

Denbighshire County Council

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

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

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

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CABINET

Minutes of a meeting of the Cabinet held in the Council Chamber, County Hall, Ruthin on Tuesday, 21 November 2017 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for the Economy and Corporate Governance; Bobby Feeley, Lead Member for Well-being and Independence; Huw Hilditch-Roberts, Lead Member for Education, Children and Young People; Brian Jones, Lead Member for Highways, Planning and Sustainable Travel; Richard Mainon, Lead Member for Developing Community Infrastructure; Tony Thomas, Lead Member for Housing, Regulation and the Environment; Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets, and Mark Young, Lead Member for Corporate Standards

Observers: Councillors Mabon Ap Gwynfor, Joan Butterfield, Meirick Davies, Alan James, Barry Mellor, Arwel Roberts, Rhys Thomas and Emrys Wynne

ALSO PRESENT

Chief Executive (MM); Corporate Directors: Economy and Public Realm (GB) and Communities (NS); Heads of Service: Legal, HR and Democratic Services (GW) and Finance/S.151 Officer (RW); Contracts Officer (AH) and Committee Administrator (KEJ)

1 APOLOGIES

There were no apologies.

2 DECLARATION OF INTERESTS

The following members declared a personal interest in agenda item 6 –

Councillor Mabon Ap Gwynfor – Governor Ysgol Bro Dyfrdwy

Councillor Meirick Davies – Governor Ysgol Cefn Meiriadog & Ysgol Trefnant

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 26 September 2017 were submitted.

RESOLVED that the minutes of the meeting held on 26 September 2017 be approved as a correct record and signed by the Leader.

5 DENBIGHSHIRE LEARNING DISABILITY COMMUNITY LIVING SCHEMES - EXTENSIONS TO EXISTING CONTRACTS

Councillor Bobby Feeley presented the report seeking approval for the extension of 18 Learning Disability Community Living Contracts for a period of two years pending approval of future procurement arrangements for those services.

The report detailed the contractual arrangements for supporting individuals with learning disabilities in supported living services together with the legislative requirements of procuring such services.

Future commissioning plans consisted of two ongoing work streams –

- Locally – potentially offering support budgets to enable citizens to directly procure support from their preferred provider, and
- Regionally – Community Support Services was working with the other North Wales Local Authorities and Betsi Cadwalader University Health Board (BCUHB) to commence the process of tendering for a Regional Framework for the provision of Domiciliary Care amongst other services on a phased basis.

The new regional framework would provide an improved and robust system and it was proposed to extend the current contracts for a period of up to two years in order to allow sufficient time to progress with the regional procurement process. Since the report had been written Children's Domiciliary Care had also been included in the tendering process as follows: Phase 1 – Standard Domiciliary Care, Phase 2 – Children's Domiciliary Care, Phase 3 – Enhanced Domiciliary Care, and Phase 4 – Supported Living Settings (subject of the report). No slippage to timescales were anticipated as a result of the addition and the community living contracts could be terminated earlier than the two year extension if the process was completed sooner. The Contracts Officer confirmed that all contracts were outsourced and that BCUHB was on board and part of the process. The first phase of tendering was closed and matters continued to progress within timescales.

Cabinet noted the reasoning behind the recommendation to extend the current contracts rather than re-procuring at this time due to the cost of undertaking two different tenders for the same service provision and likely confusion of market providers. It was also noted that the proposed framework would create efficiencies in the amount of staff time involved in tendering for services and ensure quality and value for money when awarding contracts. On that basis Cabinet was satisfied with the approach to extend the contracts to fit with the timescales for a new regional framework and agreed to approve the interim arrangements.

Councillor Joan Butterfield raised questions regarding children's services. The Contracts Officer clarified that phase 2 related to children's domiciliary care and the community living element would be dealt with as part of phase 4, elaborating upon the expected timescales for service provision. She also confirmed that the completed contract and service specification could be made available to members.

RESOLVED that Cabinet approves two year extensions for each of the services as identified in Appendix 1 to the report.

6 FINANCE REPORT

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and progress against the agreed budget strategy. He provided a summary of the Council's financial position as follows –

- a net overspend of £0.002m was forecast for service and corporate budgets
- service efficiencies worth £0.902m having already been agreed as part of the budget with the assumption that all would be delivered – any exceptions would be reported to Cabinet if required
- highlighted current risks and variances relating to individual service areas with particular emphasis on the overspend in social care budgets which continued to be monitored carefully and were currently being considered as part of the budget process for 2018/19, and
- provided a general update on the Housing Revenue Account, Housing Capital Plan and the Capital Plan (including the Corporate Plan element).

Cabinet was also asked to approve the transfer of £35k to the EDRMS reserve to help extend the digitalisation project and to support submission of the full business case for Ysgol Llanfair new school build to the Welsh Government.

The following matters were raised during debate –

- it was clarified that an element of the funding costs had been retained through the contract for the Rhyl Harbour Development and Rhyl New School projects which would be released following completion of the final snagging elements
- with regard to the pressures and projected shortfall in income for the Major Projects Team (Highways and Environment) Councillor Brian Jones advised there may be future opportunities for the team which were currently being explored. A report on the Highways Maintenance Strategy would be submitted to Performance Scrutiny Committee in December
- Councillor Emrys Wynne sought clarity and assurance regarding the all-weather provision for the new schools at the Glasdir site. Councillor Huw Hilditch-Roberts agreed to look into the detail of provision and report back to Councillor Wynne thereon. He also gave assurances that no changes had been made to the original scheme with regard to that provision in an attempt to save costs
- Councillor Mabon ap Gwynfor queried the capital expenditure of £33k for Ysgol Bro Dyfrdwy as detailed in the Corporate Plan and Councillor Julian Thompson-Hill agreed to look into the matter and report back to him directly thereon
- in terms of investment in the school estate future projects would be forthcoming via Band B funding from the 21st Century Schools Programme and outside of that as part of the schools general maintenance budget – the process for block allocations of capital plan funding was explained together with the categorisation and prioritisation based on works required
- reference was made to the significant pressures on Children's Services given the volatility in placement costs and it was clarified that there were separate budgets for Children's Services and Education. There had been a significant increase in the number of placement days provided in the current year and the previous year had also seen an increase. Prior to that the budget had been

underspent hence the decision to make a small budget saving and create a placement reserve which had been used in the current year together with a further cash contribution to mitigate the pressures. It was proposed to increase the base budget in this area which would be discussed further as part of the 2018/19 budget process. The Corporate Director Communities advised that those specialised placements had been scrutinised individually by the Corporate Parenting Panel and she reminded members of their corporate parenting responsibilities and of the opportunity for them to attend Panel meetings.

There was also a lengthy debate on the financial situation in schools and questions were raised regarding the schools deficit balance and assurances sought that robust systems were in place to deal with those schools in deficit, particularly given future budget pressures. The relevant Lead Members Councillors Huw Hilditch-Roberts and Julian Thompson-Hill and the Head of Finance responded as follows –

- the current deficit across schools was approximately £1.118m which was a slight reduction of £62k on the previous year and the number of schools in deficit had reduced from 46% to 32%; the schools budget position would be discussed further as part of the 2018/19 budget process
- explained the council's policy and approach for dealing with schools in financial difficulty with particular emphasis on the challenge and intervention framework and trigger points for action and advised that a report on that topic would be considered at the next meeting of the Corporate Governance Committee
- elaborated upon the recovery plans in place for schools in financial difficulty with financial management support being made available in order to return schools to surplus in approximately 3 years with provision to extend the timeframe to 4 years if sufficient progress could be demonstrated
- gave assurances regarding the robustness of the process and comprehensive monitoring with escalation steps including referral to the Corporate Governance Committee and the ultimate sanction whereby the Council took back control of the individual school's finances. Plans were also underway to involve scrutiny committees within the process of scrutinising both schools educational and financial performance in addition to the Schools Standards Monitoring Group
- provided some context to the current position for schools, including historic debt relating to the increase in pension and NI costs, and also the change in process with regard to the delegation of funding to schools previously held centrally for redundancy costs. Within council departments redundancy costs were generally absorbed by individual services unless they were significant in which case they could be considered corporately. Schools funding provided by the council over the last five years had been significantly more than required by ministerial protection, however schools continued to face pressures and cuts as did other service areas. The Chief Executive added that there was no significant problem with school finances in Denbighshire but there was an issue with a small number of schools which was being addressed and he welcomed further scrutiny in order to give greater assurance in that regard.

RESOLVED that Cabinet –

- (a) notes the budgets set for 2017/18 and progress against the agreed budget strategy;

- (b) *approve the transfer of the £35k underspend within the Business Improvement and Modernisation Service to the EDRMS Reserve in order to help extend the digitisation project, and*
- (c) *support the submission of a Full Business Case for Ysgol Llanfair new school building and facilities to the Welsh Government as detailed in Appendix 4 to the report.*

7 CABINET FORWARD WORK PROGRAMME

The Cabinet Forward Work Programme was presented for consideration and members noted the addition of the following items –

Budget Proposals 2018/19 – January

Capital Plan 2018/19 – January

Gypsy and Traveller Accommodation Project – to be confirmed

RESOLVED that *Cabinet's Forward Work Programme be noted.*

The meeting concluded at 11.05 a.m.

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Report to:	Cabinet
Date of Meeting:	12th December 2017
Lead Member/Officer:	Lead Member for Wellbeing and Independence / Head of Community Support Services
Report Author:	Liana Duffy, Homelessness Prevention Commissioning and Tendering Officer
Title:	The Denbighshire Homelessness Strategy 2017-21

1. What is the report about?

The Denbighshire Homelessness Strategy 2017-21 (the Strategy – Appendix 1) – which outlines the plans and actions of the Homelessness Prevention Team (and our partners) in tackling homelessness and its causes.

2. What is the reason for making this report?

For Cabinet to approve the Strategy ahead of its submission to the Regional Collaborative Committee in January 2018, and implementation up to 2021.

3. What are the Recommendations?

That Cabinet approves the Homelessness Strategy, ahead of its submission to the Regional Collaborative Committee in January 2018, and implementation up to 2021.

4. Report details

4.1

The Homelessness Prevention Team in Denbighshire (comprising Supporting People and statutory homelessness, formerly known as Housing Solutions) currently has in development its 4 year Homelessness Strategy (Appendix 1).

4.2

Supporting People is a Welsh Government Programme, funding support across a broad range of projects for people 16+ who are homeless or at risk of homelessness. The aim is to prevent homelessness wherever possible, working with the community and partners to identify and tackle its causes, and empower people to live as independently as possible. Statutory homelessness means the Legal response when someone is homeless or threatened with homelessness, including support to prevent and relieve homelessness, and provision of temporary accommodation where appropriate.

4.3

The Housing (Wales) Act 2014 requires every Local Authority to carry out a review of homelessness in their area, and then to develop a Homelessness Strategy based on the review findings. This is Denbighshire's first Homelessness Strategy, detailing our 6 strategic priorities for the next 4 years to tackle, and ultimately end, homelessness in Denbighshire - with a strong commitment to early intervention and prevention.

- 4.4 The 6 Strategic Priorities identified in the Homelessness Strategy are:
- Developing a holistic Homelessness Prevention Service
 - Prevention of homelessness against the main causes
 - Reducing the use of temporary accommodation and seeking to end the use of Bed & Breakfast
 - Improved access to accommodation
 - Developing an integrated approach for homeless people with complex needs
 - Preventing youth homelessness

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

The proposed actions within the Strategy will contribute to supporting Denbighshire's Corporate Plan 2017-22 in the following areas:

- Everyone is supported to live in homes that meet their needs
- The Council works with people and communities to build independence and resilience
- Younger people want to live and work here and have the skills to do so

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

The actions required from the 4 year Strategy will have significant implications for the statutory homelessness budget, and the Supporting People Grant - the latter of which is ring-fenced from Welsh Government; the former coming from central Community Support Services budget. As with any such strategy, significant resource investment will be required. This will be managed within the existing allocated budgets; however there will be also be a requirement for the Homelessness Prevention Team to work and invest collaboratively with both internal and external partners. Any such plans will be developed and managed via relevant channels, including the Homelessness Prevention Planning Group. It's also vital that we achieve buy-in at all levels, including corporately.

7. What are the main conclusions of the Well-being Impact Assessment?

A Wellbeing Impact Assessment for the draft Homelessness Strategy was completed 28/03/2017, in collaboration with a sub-group of the Homelessness Prevention Steering Group. The Strategy scored 21 out of 24 in terms of its sustainability, and was determined to have a positive impact for all of the 7 Wellbeing Goals (with clear strategies identified to address any potential unintended negative consequences). The Strategy clearly recognises that housing is not only about bricks and mortar issues, and that quality accommodation and support contributes to improving health, wellbeing and quality of life. The Assessment was reviewed following the close of the Strategy's formal consultation period (13/07/2017 – 10/08/2017), and no changes were required – see Appendix 1(a).

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

- 8.1 The Strategy is primarily based on the findings of the 2016 Homelessness Review, which was informed by significant consultation. It was then primarily developed by the

multi-agency Homelessness Prevention Steering Group, with additional input from the Homelessness Prevention (previously Supporting People) Planning Group. It has also been subject to a formal consultation period (13/07/2017 – 10/08/2017), during which time feedback was sought from citizens, service providers, and our other partners. It was also consulted on at the Annual Homelessness Prevention Day in August, which was well attended by citizens and other stakeholders.

- 8.2 The Strategy (along with the Homelessness Prevention Annual Commissioning Plan) was taken to Partnership Scrutiny 2nd November. Members were of the view that the Strategy was deliverable and sustainable in the long-term, subject to the availability of funding. Members requested that clearer reference be included in the Strategy to local connection criteria, which has been included (p.5 and p. 11). Members commended the Homelessness Prevention Team on their work and on the Strategy, emphasising the importance of educating people on financial matters to prevent homelessness. It was agreed that a progress report on the implementation of the Strategy be presented to the Committee at its meeting in May 2018. Scrutiny's recommendation to Cabinet was that the Denbighshire Homelessness Strategy 2017-21 be approved and adopted.

9. Chief Finance Officer Statement

Cost implications will become clearer as the two plans develop. Whilst Supporting People grant funding levels are thought to be fixed overall in the short term, changes to policy or distribution may have an impact in future. The council's general approach is to pass reductions in grant funding through to the service area being provided.

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

Despite recent budget announcements from Welsh Government, stating that the Supporting People grant will not be reduced at a national level, Welsh Government may still continue with the redistribution formula of the SP Grant. This would mean a grant reduction for Denbighshire. Ongoing planning is taking place in Denbighshire to mitigate any future grant reduction, to ensure the plan remains financially viable and within the resources available.

11. Power to make the Decision

To determine the content of any plan, strategy or other policy document requires approval by the Lead Cabinet Member, in accordance with Statutory Instrument 2001 No. 2291 (W,179) Regulation 4 (3)(c) + (d)

Scrutiny's powers with respect of policy development and review are outlined in Section 7.4 of the Council's Constitution.

Contact Officer:

Commissioning and Tendering Officer
Homelessness Prevention Team
Tel: 01824 712304

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Denbighshire County Council

Homelessness Strategy 2017-2021

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Foreword

This is Denbighshire County Council's first Homelessness Strategy following the implementation of the Housing (Wales) Act 2014.

The reasons for being homeless or threatened with homelessness are many and varied and often extremely complex. The expertise and specialist knowledge of a range of organisations, both statutory, non-statutory, and voluntary, is often of vital importance in ensuring that the right advice and support is given at the right time.

Factors such as poverty, poor physical and mental health, substance misuse and addiction, domestic abuse, chaotic lifestyles and offending history are often far too common in the lives of people threatened with homelessness. These issues cannot be addressed effectively by any single agency working on its own. The principle applies not only to how we help individuals but also to how we plan and develop our services.

Working closely together we can make a really positive difference across Denbighshire to homelessness and its impact not only upon those directly affected, but also to our communities and neighbourhoods.

This Strategy reflects our strong commitment to early intervention and prevention, by continuing to invest in and improve the effectiveness and response of front line homelessness services, and through working with partners to ensure that homelessness is prevented as early as possible whenever possible.

We seek to enable people to make their own informed choices for housing they can afford and sustain. Our approach is to develop person-centered solutions, minimising the impact of homelessness on people's lives, whilst developing local solutions to create opportunities to enable people to help themselves – with support when and where needed.

Our vision is simple – To End Homelessness in Denbighshire

This Strategy provides the platform for making this vision a reality.



Councillor Bobby Feeley
Lead Member for Well-being and Independence

Introduction

Preventing homelessness is a key priority for Denbighshire County Council and its partners.

The economic and social cost of homelessness can be significant. At a personal level, homelessness can have a profound effect on health, education and employment prospects. At a social level, homelessness can impact on social cohesion and economic participation, affecting the community as a whole.

The implementation of the Housing (Wales) Act 2014 signaled both a legislative and cultural shift in the Council's response to homelessness. Denbighshire County Council now places a high priority on tackling and responding to homelessness. Every case is treated as potentially preventable, with a focus on delivering individually tailored solutions with citizens.

This is Denbighshire's first Homelessness Strategy following the implementation of the Housing (Wales) Act 2014. (Denbighshire's strategies for homelessness have previously been captured within the broader Housing Strategy.)

This strategy for 2017-21 will build on the successes achieved to date by the Council's Housing Solutions and Supporting People teams (now aligned as the Denbighshire Homelessness Prevention Team) and seeks to further develop and enhance existing services and initiatives.

This strategy has been developed in consultation with citizens and partner agencies. We recognise that homelessness cannot be tackled by the Local Authority working in isolation, rather it is dependent upon effective joint working between the Local Authority and all organisations who are working to prevent and respond to homelessness.

The Housing (Wales) Act 2014 requires every local authority to carry out a review of homelessness in their area, and to develop a Homelessness Strategy based on the review findings. Under the Act, the Strategy must seek to achieve the following objectives in the local authority area:

- a) **The prevention of homelessness**
- b) **Suitable accommodation is and will be available for people who are or may become homeless**
- c) **Satisfactory support is available for people who are or may become homeless**

This Strategy has been developed in response to the findings of the Homelessness Review 2016, which provides a comprehensive understanding of homelessness across Denbighshire. The Review identified issues and gaps in service provision, which this strategy will seek to address.

Partnership working is fundamental to this Homelessness Strategy. Many people have multiple needs that extend beyond the basic need for a home. It is not possible for Denbighshire County Council to meet those needs in isolation. It is therefore essential to work in partnership in order to prevent homelessness and offer sustainable housing solutions.

This strategy should be seen as a multi-agency document. We have worked closely with our partners through the Preventing Homelessness Steering Group to produce this strategy. It is intended that the strategy be inclusive in its approach and partner agencies continue to work closely with the council to assist in its delivery.

The strategy will cover the period April 2017 to March 2021. Denbighshire's Homelessness Forum will play a key role in the delivery of the Homelessness Strategy's action plan.

Our Vision

Denbighshire's vision is simple: We aim to end homelessness.

We will do this through a multi-agency approach to homeless prevention ensuring:

- Early intervention
- Holistic assessments and planning
- Access to safe and suitable accommodation
- Joint working & collaboration
- Support
- Tolerance
- Resilience & empowerment
- Follow up support where and when needed
- A focus on Tackling Poverty
- Support to move into employment and education

Working in partnership is absolutely fundamental to achieving this vision.

Our objectives:

- To effectively prevent homelessness by offering good realistic advice and support together with practical help and individually tailored solutions.
- To understand and tackle the root causes of homelessness at a local level.
- Where people do become homeless, to help them to find and sustain suitable homes as soon as possible.
- To involve people citizens in planning services to meet their individual needs.
- To improve how we work together so services are easier to use and make the best use of available resources.
- To ensure our responses to homelessness promote citizen choice, equality of opportunity, reduce social exclusion and contribute to community cohesion.
- The delivery of high quality front line services, whilst making the best use of resources.

Our approach is to develop person-centered solutions, minimising the impact of homelessness on people's lives, whilst developing local solutions to create opportunities to enable people to help themselves and develop resilience – with support when and where needed.

Over the lifetime of this Strategy we aim to:

- Reduce the number of households residing in temporary accommodation by 50%.
- Seek to end the use of bed and breakfast accommodation for all homeless households except as emergency accommodation to prevent rough sleeping.
- Ensure that no household has to sleep rough.
- Ensure that homelessness is prevented wherever possible through the delivery of bespoke personal housing plans and access to affordable and sustainable accommodation.
- Reduce youth homelessness and ensure that no 16/17 year olds are placed in B&B.
- Increase the provision and range of accommodation options available to single homeless people.

Building upon Successes

While we still have a way to go to achieve our aims, since the introduction of the Housing (Wales) Act 2014 Denbighshire County Council and its partners have made a number of significant achievements in relation to homelessness and its prevention, including:

- Establishment of a multi-agency Homelessness Prevention Steering Group.
- Launch of Denbighshire's Homelessness Forum.
- Restructuring of the Housing Solutions team in response to the requirements of the Housing (Wales) Act 2014.
- Introduction of personal housing plans.
- Alignment of the Housing Solutions and Supporting People teams under one Team Manager, forming the Homelessness Prevention Team, resulting in effective collaborative working.
- Investment in additional posts within the Homelessness Prevention Team to focus on homelessness prevention
- Development of a triage service through the Wallich GIFT service
- Development of an effective private landlord offer, increasing the provision of affordable accommodation available to citizens.
- Relief of homelessness by assisting households to access accommodation in the private rented sector.
- Homelessness Prevention protocols introduced and processes developed to support the Act.
- Establishing the Renting Ready scheme.
- Introduction of effective Severe Weather Emergency Protocol.
- Development of a direct access emergency bed service (Ty Golau)
- Establishment of an outreach service.
- Development of a Young Persons Positive Pathway approach.
- Development of protocols between key partners such as Shelter, Registered Social Landlords (RSL's) and Community Housing
- Protocol developed between Homelessness Prevention and Public Protection to ensure safe housing is accessed.
- Prevention of homelessness through Citizens Advice county court advocacy service.
- Piloting of Supporting People Personal Budget projects for rough sleepers and people with complex support needs.
- Development of Denbighshire Supporting People Reconnection Guidance, which sets out clear criteria in relation to access of support for those with no local connection, with an emphasis on effective reconnection.
- Funds secured from the Substance Misuse Action Fund to purchase home starter packs, to help people with substance use issues resettle after being homeless.
- Introduction of a Single Access Route to Housing (SARTH), which provides a single point of access for applying for social housing.

These successes have been achieved through the high priority placed on homelessness prevention and the continuing work in delivering practical homelessness solutions. As a consequence, a strong network of partnerships and services has been developed to support those who are either threatened with or experiencing homelessness.

'Jane' lost her accommodation following an illegal eviction. At first she moved in with her mum, but this was in an extra care scheme, so wasn't an option for the long term. She ended up feeling she had no other choice than to move back in with her ex-wife.

Jane is transgender, but circumstances with her ex-wife meant she had to dress as a male – seriously impacting on her mental health.

Jane hurried to find her own accommodation, and moved into a property on a short lease, in a poor state of disrepair. She had come into contact with the Homelessness Prevention Team, and been offered support, but felt she could not face going into temporary homeless accommodation with her teenage son – who, having severe epilepsy and a learning disability, was dependent on Jane for his care.

Jane's story shows how homelessness can affect anyone, and shines a light on some of the difficulties and barriers people can face in their journeys to prevent and resolve their homelessness – as well as the importance of early intervention. The Homelessness Prevention Team will continue to work with Jane to find more suitable accommodation for her and her son, where they can achieve better quality of life.

'Helens' landlord had just issued her with an eviction notice – they were selling the property.

Helen had several health problems, including having suffered a stroke. A Homelessness Prevention Officer (HPO) visited Helen at home, and saw that while friends and relatives provided invaluable support, Helen's quality of life wasn't as it should be – not able to manage the stairs, she was basically living in her bedroom. The HPO needed to help Helen to improve her quality of life, as well as prevent crisis point.

The HPO contacted SARTH (the Single Access Route to Housing), and explained the situation in detail. Based on this, Helen was put into Band 1, and was soon after allocated a bungalow just up the road.

Helen sent a card to her HPO, describing in just a few words the huge difference this had made to her life.

"Thank you very much from the bottom of my heart for all your work on getting me my beautiful bungalow. You've made me very happy."

'Sally' contacted the Citizens Advice Denbighshire court advocate prior to her possession hearing. She had been working previously, but due to mental health issues aggravated by stress, including dealing with a bereavement, she had to leave work approximately 12 months ago. Sally had taken a long time to apply for benefits after leaving work, which had left her in significant rent arrears (over £2,000) with her Housing Association landlord. Sally had also amassed other debts, and had kept all of this from her family

With the support of the Housing Association's Financial Welfare Officer, Sally had applied for a Discretionary Housing Payment. Following a 2 week adjournment of the hearing to await the outcome (and to allow Sally time to discuss the situation with her family), confirmation came that Sally would be given some financial assistance with her rent arrears. Further help was to be given, as long as Sally engaged with Citizens Advice to set up a more sustainable plan moving forward.

The lump sum persuaded the Judge to adjourn the matter generally at the next hearing. Sally is now working with Citizens Advice Denbighshire around managing her debts, and talking with her family about how they can work together to manage their finances in future.

Summary of the Homelessness Review Findings

This Strategy is based upon the findings of a comprehensive review of homelessness across Denbighshire. This included both primary research and an in-depth desk-top analysis of data from the Council and other agencies to identify key issues and trends. This analysis has been supplemented by wider data on the population across Denbighshire, economic factors, health inequalities, and the housing market, alongside extensive consultation with citizens and other stakeholders.

The Homelessness Review provides a very detailed understanding of the levels and causes of homelessness in Denbighshire, together with an overview of the services available to those who are homeless or threatened with homelessness. The Review provides the evidence base upon which this Homelessness Strategy has been developed.

The key findings from the Homelessness Review were:

- Affordability is a significant issue within parts of Denbighshire in relation to owner occupation and privately renting. Low levels of income and reliance on benefits among households in housing need further exacerbates the problem.
- The main causes of homelessness in Denbighshire are; loss of rented or tied accommodation, parents and relatives no longer willing to accommodate, relationship breakdown, domestic abuse and leaving prison.
- There is a need to develop a range of prevention tools focused at preventing the main causes of homelessness.
- The Homelessness Prevention service has had some success in preventing homelessness by assisting households to access private rented accommodation. However, more work needs to be done to fully embed a proactive prevention approach, with a particular emphasis on enabling households to remain in their existing accommodation.
- Over the last two years there has been an increase in the use of temporary accommodation. There are high numbers of households in temporary accommodation and too much use of Bed & Breakfast type accommodation. Work will need to be undertaken to reduce these numbers and ensure effective though put and move on.
- We need to continue to source more suitable temporary accommodation properties to avoid the use of Bed & Breakfast. Further work is needed to more fully understand the temporary accommodation requirements and how these are best met.
- There are a very high proportion of single people who are homeless or threatened with homelessness. Specific housing options and prevention solutions need to be developed to meet the needs of single people, including those who don't fall into a priority need category.
- There is a need to develop greater options and provision for single people under the age of 35 in particular, including lodgings, house shares and high quality bedsits/HMOs.
- Young people are over-represented in the homelessness statistics and Supporting People

data, when compared with census data, indicating a lack of suitable and affordable housing options for young people. It also indicates that young people are at a greater risk of becoming homeless.

- There is a need for a holistic approach that includes support around; debt, money management, resilience and worklessness. This approach needs to commence at the assessment stage and carry through to the delivery of the Personal Housing Plans.
- We need to strengthen our partnership working with key agencies such as Citizens Advice Denbighshire and Shelter Cymru to effectively prevent homelessness and stop it from reoccurring.
- There are a very high number of complex cases, including both single people and families with multiple and challenging needs. The Homelessness Prevention service has struggled to find sustainable solutions for these households. There is a need to have a better quantitative and qualitative understanding of these issues, alongside understanding if existing provision meets the needs of these citizens.
- There is a need to increase awareness of the Homelessness Prevention Service and other services available across Denbighshire to ensure that citizens and other partners are aware of what is available and how to access it. This is especially important if early intervention and prevention is to be achieved.
- There has been an increase in the number of evictions from social housing in 2015/16 due to rent arrears. It is essential that social housing tenants are able to access debt and money advice alongside the development of a pre-eviction protocol.
- In recent years significant work has been undertaken to improve the services for people who are sleeping rough. To build upon this a full 'No Second Night Out' offer needs to be developed, which may include the provision of Safe Seats, alongside looking to develop a 'No First Night Out' service. There is also a need to review the provision of day services to ensure a best practice approach to ending rough sleeping.
- There are high levels of demand for Supported Accommodation. Move on from Supported Housing can be problematic, with many single people struggling to find affordable and suitable move on accommodation.
- Former prisoners account for a very significant number of people accessing Homelessness Prevention services. There is a need to ensure that the Prisoner Pathway works much more effectively resulting in a more coordinated approach and better support for people leaving custody.
- The impact of welfare reform set against a backdrop of a difficult economic climate and on-going personal debt will continue to pose particular challenges and make it even more important that services for those at risk of, or experiencing, homelessness, are as effective as possible. There is need to work in partnership with a range of key agencies to prepare citizens for further changes to welfare benefits and identify a range of strategies to prevent homelessness as a result of welfare reform.

- There is a need to maximise access to social housing for households who are homeless or threatened with homelessness. Following the implementation of SARTH in April 2017 the development of any new Allocations Scheme should ensure that the needs of this client group are met, alongside promoting planned moves and supporting prevention activity.
- Consultation identified that the vast majority of citizens had a positive experience of the Homelessness Prevention service. However, responses indicate that there is inconsistency in the service citizens receive, and often a lack of ongoing contact. We need to build on the progress which has been made in strengthening the quality of this service.

An Executive Summary of the Homelessness Review can be found [\[web address to be inserted\]](#). The full Homelessness Review is available upon request from the Homelessness Prevention Team.

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Strategic Context

Denbighshire's Homelessness Strategy has been developed in the context of a wide range of national, regional and local policies, strategies and plans. These are covered in considerable detail within the Homelessness Review, however the key ones are detailed below.

i. National Strategic context

- **National Housing Strategy – ‘Improving Lives and Communities – Homes in Wales’**

The Strategy recognises that investing in housing is not only about bricks and mortar issues, besides improving people's homes, it brings benefits for people too, contributing to improving their health, wellbeing and quality of life.

The Strategy's priorities are:

- Providing more housing of the right type and offering more choice;
- Improving homes and communities, including the energy efficiency of new and existing homes;
- Improving housing-related services and support, particularly for vulnerable people and people from minority groups.

- **Ten Year Homelessness Plan for Wales**

In 2009 the Welsh Government published its 10 Year Homelessness Plan for Wales. The Ten Year Plan sets out some guiding principles for the development and delivery of homelessness services.

The strategic aims underlying the Plan are:

- Preventing homelessness wherever possible;
- Working across organisational and policy boundaries;
- Placing the service user at the centre of service delivery;
- Ensuring social inclusion and equality of access to services;
- Making the best use of resources.

The plan's vision is to reduce homelessness and its impact. At the heart of achieving this vision is ensuring that everyone can receive the help they need to avoid becoming homeless. Where homelessness cannot be prevented, the plan seeks to ensure that the amount of distress, deprivation and disadvantage that can be caused is kept to an absolute minimum. To do this, services need to be easily accessible, readily available, designed around and responsive to the needs of the people who use them.

- **Housing (Wales) Act 2014**

Part two of the Housing (Wales) Act 2014 created multiple changes in the duties that Local Authorities owe to people who are homeless or threatened with homelessness within 56 days.

These changes include:

- New duties for local authorities to help prevent homelessness for anyone who asks for help



- Involving people in designing their own solutions, by jointly developing a Personal Housing Plan looking not just at immediate housing problems but also at any underlying issues
- Intervening early – within 56 days of homelessness – to prevent people’s situations escalating out of hand
- Removing automatic priority need for prison leavers
- Placing new duties on housing associations to cooperate in homelessness prevention; and
- Allowing local authorities to discharge homelessness duties with an offer of private rented accommodation without the consent of the applicant.

In the longer term the Welsh Government has pledged to remove the intentionality test for all families. It is envisaged this will be introduced from April 2019.

The Act also stipulates eligibility for statutory homelessness assistance in line with local connection. There is no set period that an applicant has to live in an area to be regarded as having a local connection; Local Authorities need to consider all the circumstances and decide whether the applicant is clearly settled, and if not, whether they have a clear connection elsewhere.

- **Rent Smart Wales**

The Housing (Wales) Act 2014, also introduced the requirement for all private landlords to be registered. Rent Smart Wales ensures that all private rented property in Wales and their landlords are named on a central register. In addition, self-managing landlords and agents who let and manage property must have a licence. In order to get a licence people must be trained in their rights and responsibilities when renting out property to tenants.

- **Equal Ground Standard**

The Equal Ground Standard sets out guidelines to the standard of service that people should receive when they approach Welsh homelessness services. Organisations who sign up to the Equal Ground Standard will demonstrate their commitment to providing a quality, person-centred service. The Standard has been developed by past and current users of housing and homelessness services through the Shelter Cymru Take Notice Project.

- **Social Services & Wellbeing (Wales) Act 2014**

The Act provides the legal framework for improving the wellbeing of people who need care and support and carers who need support and for transforming social services in Wales. The Act changes the way people’s needs are assessed and the way services are delivered, giving people more of a say in the care and support they receive.

- Services will be available to provide the right support at the right time
- More information and advice will be available
- Assessment will be simpler and proportionate
- Carers will have an equal right to be assessed for support
- There will be stronger powers to keep people safe from abuse and neglect.

- **Well-being of Future Generations (Wales) Act 2015**

The Well-being of Future Generations (Wales) Act 2015 requires public bodies to carry out their functions in a sustainable way which improves the economic, social, environmental and cultural well-being – in practice, this means delivering preventative services, considering both short- and

long-term needs, and working in collaboration with partners to deliver better outcomes and avoid duplication.

- **Renting Homes (Wales) Act 2016**

The Renting Homes (Wales) Act will make it simpler and easier to rent a home, replacing various and complex pieces of existing legislation with one clear legal framework.

With a limited number of exceptions, the act replaces all current tenancies and licences with just two types of occupation contract:

- secure contract - modelled on the current secure tenancy issued by Local Authorities
- standard contract - modelled on the current assured shorthold tenancy used mainly in the private rented sector.

The Act will require landlords to issue a written statement of the occupation contract which clearly sets out the rights and responsibilities of landlords and those renting from them.

- **Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015**

The legislation aims to improve the Public Sector response in Wales to domestic abuse and violence. The Act will:

- Improve arrangements to promote awareness of, and prevent, protect and support victims of gender-based violence, domestic abuse and sexual violence
- Introduce a needs-based approach to developing strategies which will ensure strong strategic direction and strengthened accountability
- Ensure strategic level ownership, through the appointment of a Ministerial Adviser who will have a role in advising Welsh Ministers and improving joint working amongst agencies across this sector
- Improve consistency, quality and join-up of service provision in Wales.

- **Ten Year Welsh Substance Misuse Strategy -Working Together to Reduce Harm**

Working Together to Reduce Harm recognises that housing and homelessness prevention services have a vital role to play in helping substance misusers to access the accommodation they need. Housing must be seen as a core element of wrap-around services and be reflected in planning mechanisms.

- **Welfare Reform**

The Government has introduced a series of welfare reforms and changes to the welfare to work provision under the provisions of the Welfare Reform Act of 2012. Welfare Reforms include the introduction of Universal Credit, changes to Housing Benefit Regulations, and introducing a cap on the amount of benefits working aged people can receive.

The impact of welfare reform set against a backdrop of a difficult economic climate will continue to pose particular challenges and make it even more important that services for those at risk of, or experiencing, homelessness, are as effective as possible. In particular young people have been adversely affected by welfare reform and as a result the affordable accommodation options available to young people reliant on benefits has decreased.

ii. Local Strategic context

• **Supporting People / Homelessness Prevention Plan 2018/19**

Supporting People is a Welsh Government Programme funding support for people 16+ who are homeless or at risk of homelessness. The aim is to prevent homelessness wherever possible, working with the community and partners to identify and tackle its causes and empower people to live as independently as possible. In Denbighshire there are a range of Supporting People Grant commissioned projects, supporting over 1,000 people at any one time. With statutory homelessness (previously known as Housing Solutions), Supporting People is part of the Denbighshire Homelessness Prevention Team.

The Plan's strategic priorities for 2018/19 are:

- Citizen Involvement
- The DCC Homelessness Strategy 2017-21
- The sustainability of housing related support
- Tackling poverty
- Joint-Commissioning/collaboration

• **Denbighshire Strategic Partnership Board**

The Strategic Partnership Board (SPB) brings together a number of other strategic partnerships; to improve the way partners work to deliver the objectives set out in the Wellbeing Plan.

The Wellbeing Plan focuses on the theme of Independence and Resilience and aims that:

- People are active, connected and contribute to their community
- People take notice of what is going on around them and in doing so keep learning about their world
- People prioritise their wellbeing and actively plan to maintain their independence

• **Local Safeguarding Children's Board**

The Local Safeguarding Children's Board (LSCB) is responsible for protecting children and young people from significant harm, and for promoting their welfare. The LSCB has two main functions: to coordinate all agencies' work to promote the safety and welfare of children and to ensure the effectiveness of that work.

• **Community Safety Partnership**

The Council is responsible for effectively tackling crime and disorder in Denbighshire. Through partnership working the Council aims to build safer communities and reduce crime, by tackling four key areas: substance misuse; domestic violence; anti-social behaviour and youth offending.

• **Denbighshire Council's Corporate Plan 2012- 2017**

The Council's corporate plan's priorities are:

- Developing the local economy
- Improving performance in education and the quality of our school buildings
- Improving our roads
- Vulnerable people are protected and are able to live as independently as possible

- Clean and tidy streets
- Ensuring access to good quality housing
- Modernising the council to deliver efficiencies and improve services for our citizens.

The following themes have been developed for Denbighshire's new Corporate Plan 2017-2022:

- A place where younger people will want to live and work and they have the skills to do so
- Communities are connected and have access to goods and services locally, online or through good transport links
- The Council and communities work together to overcome challenges; devising and delivering joint solutions
- People can live independent and fulfilled lives in strong, caring, safe and resilient communities
- Events bring people together, creating active communities and helping business to prosper
- An attractive and protected environment that supports communities' wellbeing and economic prosperity

- **Denbighshire's Housing Strategy 2016-2021**

Denbighshire's Housing Strategy's vision is that *"Everyone is supported with pride to live in homes that meet their needs, within the vibrant and sustainable communities Denbighshire aspires to."* In order to deliver this vision the Strategy is based around the following five themes:

- More Homes to Meet Local Need and Demand
- Creating a Supply of Affordable Homes
- Ensuring Safe and Healthy Homes
- Homes and Support for Vulnerable People
- Promoting and Supporting Communities

- **The Denbighshire Local Development Plan 2006-2021**

Covering 2006-2021 and adopted in June 2013, Denbighshire's Local Development Plan (LDP) provides guidelines as to what can be built and where over the course of a 15 year period. Denbighshire's LDP has set aside land available for the development of 7,500 homes over the 15 year life of the plan, some of which has already been delivered.

Strategic Priorities

The magnitude and complexity of the issues that face the Council and its partners over the next 4 years must not be under- estimated. However, we will strive to address these challenges in partnership, ensuring that our citizens are able to access safe, secure and sustainable accommodation.

This 4 year strategy covers the period 2017 – 2021 and seeks to further strengthen the partnership approach to tackling homelessness across Denbighshire and to continue to make significant improvements across homelessness services. This will be achieved through adoption of the following priorities. Key actions across each of the priorities are detailed in the Homelessness Strategy Action Plan.

The following strategic priorities have been adopted and are based upon the Homelessness Review findings:

Priority 1 – Developing a holistic Homelessness Prevention Service

Priority 2 – Prevention of homelessness against the main causes

Priority 3 – Reducing the use of temporary accommodation and seeking to end the use of Bed & Breakfast

Priority 4 – Improved access to accommodation

Priority 5 – Developing an integrated approach for homeless people with complex needs

Priority 6 – Preventing youth homelessness

Priority 1 – Developing a holistic Homelessness Prevention Service

Denbighshire County Council recognises that early intervention and prevention is the key to successfully tackling homelessness, alongside addressing the underlying causes of homelessness.

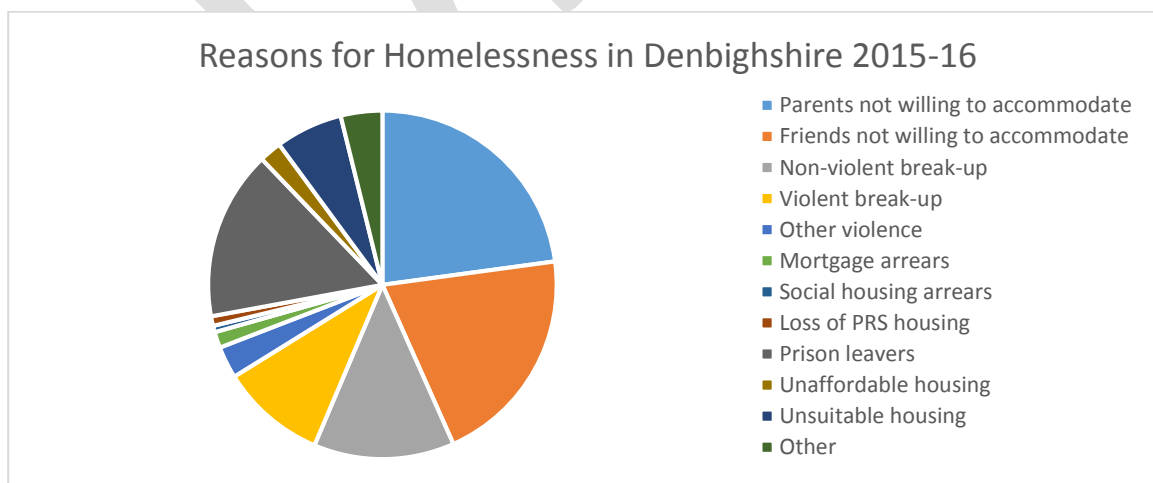
Integral to this approach is the provision of good quality housing advice, bespoke personal housing plans and a range of housing options. In developing our Homelessness Prevention Service it is essential to tackle a dependency culture by promoting choice, building resilience and empowering people to find their own housing solutions.

The provision of good quality timely housing advice is integral to an effective Homelessness Strategy. 1210 households presented to the Housing Solutions service, with a housing need in 2015/16, the vast majority of these citizens were homeless or threatened with homelessness. Information from the Homelessness Review identified that many of these individuals only approached the service when they were in crisis. Consultation with both citizens and partners revealed a lack of awareness of what help and support is available to those threatened with homelessness.

To enhance opportunities for effective homeless prevention it is essential that citizens contact the Homelessness Prevention service as soon as they begin to experience housing problems. We will therefore invest in an awareness raising campaign to raise the profile of the service internally within the Council, with partners and the wider public. In addition to this we will develop resources, including advice factsheets to empower individuals to resolve their own housing issues. In the longer term an interactive Homelessness Prevention ICT package will be able to provide citizens with personal housing solutions plans.

There is a need for a holistic approach that addresses debt, money management, resilience and worklessness. This approach needs to commence at the assessment stage and carry through to the delivery of the Personal Housing Plans.

We will also seek to tackle the underlying causes of homelessness and address the wider needs of citizens including money-management, education, employment and training. This will provide a bespoke package of advice and assistance to tackle not only homelessness but the wider social problems associated with homelessness.



Tackling homelessness requires a partnership approach by many organisations. We will work with partner organisations to ensure that citizens receive quality housing advice, referrals to the Homelessness Prevention Service at the appropriate time and services work together to provide a holistic package of advice and assistance. We will develop protocols further with key partners, complete joint training and ensure effective referral arrangements are in place to assist with the delivery of personal housing plans.

Consultation was an essential component of the Homelessness Review and the Strategy will build on this by ensuring that the citizen sits at the heart of service delivery and that services are developed in response to their needs. Services will be accessible, flexible and responsive to the needs of each homeless household. Citizens will be involved in the planning of services and how they are delivered; this will be achieved by adopting the Equal Ground Standard.

What we will do to provide a Holistic Housing Solutions Service
1. Ensure a consistent high quality and accessible Homelessness Prevention Service
2. Ensure all staff have access to appropriate training
3. Implement the Equal Ground Standard to ensure that person centred principles are embedded in service delivery
4. Increase the accessibility of the service by providing outreach surgeries, online and telephone advice and explore further opportunities for service delivery through the use of technology
5. In partnership develop an integrated and holistic approach to tackling the underlying causes of homelessness, through joined up service delivery, joint protocols and effective referral arrangements
6. Develop resources, including website material and factsheets to be used by citizens and partners
7. Undertake an awareness raising campaign in relation to homeless prevention and specifically the Homelessness Prevention Service

Priority 2 - Prevention of Homelessness against the Main Causes

The Homelessness Review identified that we have achieved success in preventing homelessness; in particular in assisting households to access private rented accommodation. However more needs to be done to enable citizens to remain in their existing accommodation.

Welfare reform, economic uncertainty, together with new regulations in the private rented sector is reducing the housing options available for working age low income households. The economic crisis has led to uncertainty in the employment market, reduced wages and an increased cost of living, putting pressure on low income households.

It is anticipated that these factors will continue to place increased demand on the Homelessness Prevention service and as such service delivery models need to be reviewed to ensure effective and strategic approaches to customer demand management.

In order to strengthen our approach to tackling homelessness we will gain support from the whole council to prevent homelessness. We will seek commitment from both Members and Senior Managers across all service areas to work together to deliver a joined up and holistic approach to preventing and ending homelessness.

We will work across the Council to develop a coordinated approach to homelessness prevention across a range of services and programmes, including; Community Support Services, Housing Services, Children and Family Services, Community Mental Health Services, Communities First, Families First, Flying Start and the Intensive Family Support Service. We will also seek to strengthen our partnership with Betsi Cadwaladr University Health Board in addressing this issue.

We will continue to commission and work with our partners to deliver effective, pro-active homelessness prevention services. These services will be strategically targeted, accessible and be able to respond to the diverse needs of all citizens, providing innovative and flexible solutions.

We will work with households to enable them to remain in their current home or assist with planned and timely moves into suitable and sustainable accommodation. We will do this through the delivery of housing options advice, personal housing plans and appropriate referrals to support organisations. Bespoke personal housing plans, advice and support will be provided to all households threatened with homelessness within 56 days.

What we will do to Prevent Homelessness against the Main Causes
1. Ensure that we have a strong corporate commitment to a joined up approach to ending homelessness across all services.
2. Ensure homelessness is prevented through an effective homelessness prevention toolkit targeted at the main causes.
3. Ensure effective tools are in place to prevent end of assured shorthold tenancies leading to homelessness, through effective landlord and tenant support and mediation.
4. Develop and implement a pre- eviction protocol with Community Housing and Housing Associations.

Priority 3 - Reduce the use of Temporary Accommodation and seek to end the use of Bed & Breakfast Accommodation

We will undertake a review of our approach to temporary accommodation to ensure that it meets the current needs, ends the use of Bed & Breakfast accommodation and supports our intended approach to use private sector offers to discharge the homeless duty. This review will respond to the immediate need, but will take a longer term approach to ensuring a model that is flexible and responsive to the changes that Universal Credit will bring in relation to both demand and funding subsidies.

We will continue to source more suitable temporary accommodation properties to no longer necessitate the use of Bed & Breakfast. Further work is needed to more fully understand the temporary accommodation requirements and how these are best met.

We will work to reduce the number of households placed in temporary accommodation and to minimise their length of stay. We will actively work with households in temporary accommodation to continue to review their housing options and plan their move into settled accommodation. We will aim to use temporary accommodation for emergency purposes only and where it is most appropriate for the needs of the citizen, but for no longer than is absolutely necessary.

We will work closely with providers of accommodation, to ensure that while households are in temporary accommodation they are provided with all the necessary advice and assistance to enable them to sustain future permanent accommodation and access training and employment.

What we will do to reduce the use of Temporary Accommodation and Bed & Breakfast
1. Carry out a review of the use of temporary accommodation, identifying future need and appropriate delivery arrangements
2. Minimise and in the longer term end, the use of unsuitable B&B accommodation
3. Develop a policy and procedure to discharge the main homeless duty with an offer of accommodation in the private rented sector
4. Ensure that appropriate accommodation is available for 16 and 17 year olds so that they are not placed in B&B
5. Develop a range of monitoring arrangements, processes and performance management measures to monitor and manage the use of temporary accommodation

Priority 4 - Improved Access to Accommodation

We are committed to delivering more homes to meet local needs and demand. Alongside our strategic commitment to the development of affordable housing, we recognise the increasingly important role that the private rented sector plays in meeting the housing needs of the community, including those citizens who are homeless or threatened with homelessness.

We have successfully developed an effective landlord offer which increases the provision of private sector housing available to people who are homeless or threatened with homelessness. The scheme has provided good quality, well managed, private sector accommodation in the local area. However, there is a need to review this offer to meet the needs of landlord's, whilst seeking to increase the availability of private sector accommodation.

We will develop a process that ensures we discharge our homelessness duty through the offer of a suitable private rented sector property. It is anticipated that this approach will underpin and strengthen existing housing advice and homelessness prevention activities and ensure homeless households are able to access suitable and secure accommodation. To ensure the sustainability of this tenancy model, effective and timely support to both tenants and landlords is critical.

We will make the most effective use of our own housing stock in meeting the needs of our communities, including those that are at risk of becoming homeless. We will regularly review our Allocations Policy to ensure that it is working for those in the greatest housing need and supporting the prevention of homelessness. We will also explore using Council stock for developing temporary accommodation solutions as well as sourcing other properties, such as private Landlords. We must liaise closely with Housing Strategy, Planning and Public Protection to ensure we take up all opportunities to improve the availability of quality accommodation and that our current properties are compliant with regulations and maintained to a good standard.

We are working with Housing Strategy to establish a corporate approach to developing house shares to meet the needs of young single people within the County. This effective partnership approach will include the development of a house share market position statement, together with exploring the use of Council stock, alongside the private rented sector, to facilitate house shares.

The role that supported housing plays in preventing homelessness is critical. We are committed to developing supported housing models which act as a place of change, not only meeting the housing needs of homeless people; but supporting people to tackle the underlying causes of homelessness, raising their aspirations, empowering change and assisting them to access training, education and employment.

The Welsh Government's Supporting People programme funds a range of supported housing accommodation and floating support services for those that are homeless or at risk of homelessness in Denbighshire. The Homelessness Review identified that demand for supported accommodation is high, therefore it is essential that we make the most effective use of the current provision ensuring that referrals are appropriate and based on a comprehensive assessment of need and that vacancies are prioritised to those in the greatest need.

Alongside this, it is essential that there is effective move-on from supported accommodation. Move-on planning is critical and this can best be supported by a multi-agency approach.

The Local Housing Allowance cap will apply to all new tenants living in supported housing from April 2019. While the Government have indicated that there will be ring fenced top ups, the future

funding and sustainability of supported housing remains unclear. We will work with all providers of supported accommodation locally to identify a sustainable model moving forward.

What we will do to improve access to accommodation
1. Develop a coordinated approach to increase the supply of affordable private rented accommodation.
2. Ensure the best use of Council Housing stock to meet customer need through the Allocations Policy, tenancy sustainment approaches and shared tenancies.
3. Develop a coordinated approach to increase the provision of and move-on from, supported accommodation to meet identified needs
4. Ensure that existing and new supported accommodation provision and floating support meet the diverse needs of our citizens.
5. Develop a range of affordable accommodation options to meet the needs of single people under 35.
6. Work with accommodation providers to prepare for the Local Housing Allowance cap to Supporting Housing

Priority 5 - Developing an integrated approach for homeless people with complex needs

We recognise that many homeless people can have multiple and complex needs. Many have a transient lifestyle and the complexity of their needs can prevent or exclude them from being able to access or engage with mainstream accommodation and services.

In particular too many rough sleepers are living chaotic lives and often don't receive the support they need to help them overcome their problems. They can face a combination of problems, in addition to homelessness, which can often include mental health issues, substance misuse and challenging behaviour. These issues are complex and mutually reinforcing, often having their roots in entrenched disadvantage and leaving people socially and economically excluded.

For example, amongst the rough sleepers in Rhyl there is a very high prevalence of mental health problems (92%) and drug and alcohol use (84%) alongside physical health issues (67%).

The Homelessness Review identified that there are a very high number of complex cases, including both single people and families with multiple and challenging needs. There is a need to have a better quantitative and qualitative understanding of these issues to ascertain if existing provision meets the needs of these citizens. It will be essential that health services and drug and alcohol services work with the Outreach team to provide specialist support to these individuals.

Addressing one support need in isolation from others is unlikely to lead to successful outcomes for people who face complex issues. We must further develop a holistic approach to recovery, supporting citizens to address all of their issues simultaneously. Moving forward, therefore, we should explore joint commissioning arrangements, involving social care, drug & alcohol services, health and the criminal justice system, so that services can address the multiplicity of needs that complex homeless individuals and families face.

Within Denbighshire there is a range of services for rough sleepers and single homeless people; including day centres, assertive outreach, floating support and supported accommodation services. However, we must ensure that these services are both effective and responsive to the needs of rough sleepers, where we challenge a street based lifestyle and work to end rough sleeping through a transactional exchange model.

We will work with the Substance Misuse Action Fund to consider the role of the Day Centre, to ensure that it provides a real opportunity for Rough Sleepers to engage with services and end rough sleeping.

We will also review the outreach service provision to ensure an assertive approach to outreach, which adopts a tailored approach to both new and entrenched rough sleepers. There will continue to be a focus on effective reconnection.

We will ensure that no one in Denbighshire has to sleep rough through the continuing development of a 'No Second Night Out' Offer. In the longer term we will develop a 'No First Night Out' Offer. We will also ensure that effective preventative work is targeted at groups who have a greater likelihood of becoming homeless and rough sleeping.

Former prisoners account for a very significant number of people accessing the Homelessness Prevention service. We will work with the criminal justice system to ensure that the Prisoner

Pathway works much more effectively resulting in a more coordinated approach and better support for people leaving custody.

We will also work with Children's Services and Community Housing and RSL's to develop an integrated approach to working with complex families, through the provision of accommodation, intensive support and a focus on tackling the underlying causes of homelessness.

There is a lot of evidence to suggest that homelessness, especially rough sleeping, has significant and adverse consequences for an individual's health. It is widely recognised that there are strong correlations between homelessness and severe physical and mental health conditions, alongside significantly reduced life expectancy.

We will work to improve access to health services for single homeless people to address both immediate and longer term needs, ensuring that they are given the same choices in relation to accessing health care service as the general population, while recognising that homeless people may not find it easy to access mainstream service provision. We will learn from and contribute to the 2025 movement, established to end avoidable health inequalities in North Wales.

What we will do to develop an integrated approach for homeless people with complex needs
1. Develop a coordinated approach to ending rough sleeping in Denbighshire through the development of No Second Night out and No First Night Out Models
2. Consider the role of the Day Centre and Outreach provision to ensure that it meets the Council's strategic vision to end rough sleeping
3. Ensure that the Prisoner Pathway works effectively to prevent homelessness on release from custody
4. Develop an integrated approach to working with complex families to ensure homelessness and repeat homelessness is prevented.
5. Improve access to appropriate treatment and health care and reduce unplanned admission to hospital

Priority 6 - Preventing Youth Homelessness

The Homelessness Review identified that young people are increasingly disadvantaged by the combined impact of high unemployment, low incomes, welfare reform and limited housing options. A growing proportion of young people are leaving care or presenting as homeless from the parental home with complex needs – for example a combination of mental health problems, behavioural problems, substance misuse and offending behaviour. Their needs do not fit into any one service area and responses from public sector agencies can be fragmented, reactive, often ineffective and have a high cost.

The Review identified that young people are over-represented in the homeless population in Denbighshire; there has also been a recent increase in the number of young people sleeping rough. Further welfare reform is likely to adversely affect young people, further reducing the housing options available to them.

We want to ensure that our young people have the best start in life and are able to develop well so that they can fulfill their potential and meet their aspirations.

We will continue to commission effective homelessness prevention services for 16 and 17 year olds and review existing services to ensure that they effectively prevent homelessness and meet the needs of young people with complex and multiple needs. We will also commission education work in schools and other youth provision, to raise awareness of the available housing options and the reality and risks of homelessness.

We will intervene as early as possible to prevent housing instability and homelessness from occurring or persisting. Prevention will focus on supporting young people to remain at home with their family, or in wider family networks, where appropriate and safe to do so. Where young people do become homeless, the strategy supports the commissioning of specialist services to provide respite, emergency and longer term accommodation and support that can effectively address young people's housing and support needs.

We will ensure service pathways are planned and integrated to better meet the needs of young people. Through the Young People's Positive Pathway we will ensure a joined up approach with Children's Services, ensuring young people get the right advice and support at the right time.

We will safeguard young people who are at risk because of housing instability or homelessness. We will work to ensure that care leavers do not become homeless upon leaving care and that their accommodation is maintained, ensuring necessary safeguards and support are in place.

We will make better use of available resources to maintain a sufficient range of accommodation-based services with support for young people experiencing housing instability and homelessness. We will do this by negotiating better value for money and re-modelling existing service provision.

What we will do to prevent youth homelessness
1. Prevent youth homelessness through education, peer mentoring, mediation and emergency respite accommodation
2. Continue to fund and review the Young People's Positive Pathway to ensure an integrated approach to responding to youth homelessness
3. Develop an effective care leaver accommodation and support pathway
4. Remodel accommodation based support services to ensure an integrated approach that meets the needs of young people with multiple and complex needs

Governance and Delivering the Homelessness Strategy

In order to meet our commitment to deliver the strategic priorities we need to ensure that together with partners, we have the skills, services, resources and infrastructure for the delivery of the Strategy's objectives.

To achieve the strategic priorities and objectives an action plan has been developed in partnership with partners and stakeholders, to outline key actions to be delivered over the lifetime of this strategy.

The Homelessness Prevention action plan will be reviewed annually so that it is responsive to emerging needs, policy and legislative changes and achieves the priorities contained within it.

The Homelessness Forum will be involved in the delivery and monitoring of this Homelessness Strategy and action plan. The Forum, which is made up of a range of organisations who work across the area, meets on a quarterly basis and provides a joint approach to tackling homelessness by information sharing, improving joint working and contributing to the delivery of the Homelessness Strategy action plan. The action plan will be governed and monitored by the Supporting People Planning Group, which will ensure both effective governance arrangements, alongside a coordinated and comprehensive approach to the prevention of homelessness.

A joined up partnership approach is critical to delivering the ambitious and innovative plans detailed within this strategy and meeting Denbighshire's vision for homelessness.

By adopting the Homelessness Strategy, Denbighshire County Council is making a commitment to end rough sleeping and prevent homelessness.

Commissioning of Homelessness Services

The Council will commission services that support and directly contribute to meeting the objectives set out in this strategy.

The Homelessness Strategy will inform the Supporting People/Homelessness Prevention Plan. Services will be commissioned that meet the objectives contained within this Strategy and the Supporting People/Homelessness Prevention Plan priorities.

Commissioning homelessness services in Denbighshire will be underpinned by the following key principles:

- Early intervention and prevention
- Putting citizens at the centre of commissioning.
- Social value and local benefit.

Commissioned services must also:

- Be based on a robust analysis of need and intelligence, focused on evidence based interventions, and guided by early help and prevention.
- Assure high quality provision by specifying outcomes and using effective financial mechanisms.
- Demonstrate a strategic link to national, regional and local priorities.
- Meet the aims of the Wellbeing of Future Generations (Wales) Act 2015.

Report to:	Cabinet
Date of Meeting:	12th December 2017
Lead Member/Officer:	Lead Member for Well-being and Independence / Head of Community Support Services
Report Author:	Liana Duffy, Homelessness Prevention Commissioning and Tendering Officer
Title:	The Denbighshire Supporting People/Homelessness Prevention Plan 2018/19

1. What is the report about?

The Denbighshire Supporting People/Homelessness Prevention Plan for 2018/19 (the Plan – Appendix 1) – which outlines the plans and actions of the Homelessness Prevention Team (and our partners) in tackling homelessness and its causes, with a particular emphasis on commissioned service development over the next year.

2. What is the reason for making this report?

For Cabinet to approve the Plan ahead of its submission to the Regional Collaborative Committee in January 2018, and implementation up to 2021.

3. What are the Recommendations?

That Cabinet approves the Plan, ahead of its submission to the Regional Collaborative Committee in January 2018, and implementation 2018-2019.

4. Report details

- 4.1 The Homelessness Prevention Team in Denbighshire (comprising Supporting People and statutory homelessness, formerly known as Housing Solutions) currently has in development its Annual (Commissioning Plan) for 2018/19.
- 4.2 Supporting People is a Welsh Government Programme, funding support across a broad range of projects for people 16+ who are homeless or at risk of homelessness. The aim is to prevent homelessness wherever possible, working with the community and partners to identify and tackle its causes, and empower people to live as independently as possible. Statutory homelessness means the Legal response when someone is homeless or threatened with homelessness, including support to prevent and relieve homelessness, and provision of temporary accommodation where appropriate.
- 4.3 We are required by Welsh Government to submit an Annual Plan to the Regional Collaborative Committee in January of each year. Our Annual Plan gives an overview of our priorities and plans for 2018/19, why we are doing what we are doing, and what

this means for the people it affects. The Annual Plan is a key part of us delivering against the 4 year Homelessness Strategy (also currently in development), with a focus on commissioned service development.

- 4.6 The 5 Strategic Priorities identified for the Annual Plan are:
- **Citizen Involvement** – at the heart of our service planning and delivery
 - **The Homelessness Strategy** – supporting its development and implementation; an overarching priority, setting our direction for the next 4 years
 - **The sustainability of housing related support services** - in the context of public spending cuts (including in excess of 20% cuts (£1.5 million) to the Supporting People Grant since 2012), and welfare reforms
 - **Tackling Poverty**
 - **Joint commissioning/collaboration** – locally and regionally
- 4.7 The Annual Plan will also include a full annual spend plan for the Supporting People Grant; however it is not possible to produce a spend plan until our budget is confirmed by Welsh Government. The cost of the Supporting People Spend Plan must be contained within the funding available.

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

The proposed actions within the Plan will contribute to supporting Denbighshire's Corporate Plan 2017-22 in the following areas:

- Everyone is supported to live in homes that meet their needs
- The Council works with people and communities to build independence and resilience
- Younger people want to live and work here and have the skills to do so

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

The actions required from the Annual Plan will primarily have implications for the Supporting People Grant, which is ring-fenced from Welsh Government. There are also elements which may impact on the statutory homelessness budget, coming from central Community Support Services funding. This will all be managed within the existing allocated budgets; however there will be also be a requirement for the Homelessness Prevention Team to work and invest collaboratively with both internal and external partners. Any such plans will be developed and managed via relevant channels, including the Homelessness Prevention Planning Group. It's also vital that we achieve buy-in at all levels, including corporately.

7. **What are the main conclusions of the Well-being Impact Assessment?**

A Wellbeing Impact Assessment for the draft Supporting People/Homelessness Prevention Plan 2018/19 was completed 18/04/2017, in collaboration with the Homelessness Prevention Planning Group. Unsurprisingly, very similarly to the 4 year Strategy, the Annual Plan scored 22 points out of 24 in terms of its sustainability, and identified that it made a positive contribution to all of the 7 wellbeing goals (with clear strategies identified to address any potential unintended negative consequences). The

Assessment was reviewed following the close of the Plan's formal consultation period (27/06/2017 – 22/08/2017), and no changes were required – see Appendix 1(a).

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

- 8.1 The priorities and actions set out in the Annual Plan are informed by a range of information we gather throughout the year, including the views of citizens, with our Citizen Involvement Officer working closely with projects to make sure people have their voices heard. At each stage of the Plan's development, the Homelessness Prevention Planning Group has been consulted and given sign-off. The Plan was also subject to a formal consultation period (27/06/2017 – 22/08/2017), during which time it was discussed in several planning and other forums. It was also consulted on at the Annual Homelessness Prevention Day in August, which was well attended by citizens and other stakeholders.
- 8.2 The Plan (along with the Homelessness Strategy) was taken to Partnership Scrutiny 2nd November. Members were of the view that both were deliverable and sustainable in the long-term, subject to the availability of funding. Members commended the Homelessness Prevention Team on their work and on the Plan, emphasising the importance of educating people on financial matters to prevent homelessness. It was agreed that a progress report on the implementation of the Homelessness Strategy (including actions for the Annual Plan) be presented to the Committee at its meeting in May 2018. Scrutiny's recommendation to Cabinet was that the Denbighshire Supporting People/Homelessness Prevention Plan 2018/19 be approved and adopted.

9. Chief Finance Officer Statement

Cost implications will become clearer as the two plans develop. Whilst Supporting People grant funding levels are thought to be fixed overall in the short term, changes to policy or distribution may have an impact in future. The council's general approach is to pass reductions in grant funding through to the service area being provided.

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

Despite recent budget announcements from Welsh Government, stating that the Supporting People grant will not be reduced at a national level, Welsh Government may still continue with the redistribution formula of the SP Grant. This would mean a grant reduction for Denbighshire. Ongoing planning is taking place in Denbighshire to mitigate any future grant reduction, to ensure the plan remains financially viable and within the resources available.

11. Power to make the Decision

To determine the content of any plan, strategy or other policy document requires approval by the Lead Cabinet Member, in accordance with Statutory Instrument 2001 No. 2291 (W,179) Regulation 4 (3)(c) + (d)

Scrutiny's powers with respect of policy development and review are outlined in Section 7.4 of the Council's Constitution.

Contact Officer:

Commissioning and Tendering Officer

Homelessness Prevention Team

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Denbighshire County Council

Supporting People/Homelessness Prevention Plan

2018/19

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1. Introduction

Homelessness means being without a safe and secure place to live. This includes things like 'sofa-surfing', living in unsuitable/unsafe accommodation, accessing emergency beds, and sleeping rough. For many, it means facing a number of difficult and traumatic experiences. Homelessness, or risk of homelessness, can happen for a thousand different reasons – and can affect anyone, at any time.

Supporting People is a Welsh Government Programme, funding support for people 16+ who are homeless or at risk of homelessness. We aim to prevent homelessness wherever possible, working with the community and our partners to identify and tackle its causes, and empower people to live as independently as possible. In Denbighshire we have a range of projects, supporting over 1,000 people at any one time.¹ With statutory homelessness (previously known as Housing Solutions), we're part of the **Denbighshire Homelessness Prevention Team**.

Our Vision: **Safety, security, and good quality of life for all**

Our Mission Statement: *We will work together to deliver quality support, empowering people to live independently and avoid homelessness*

Our Principles:

- ➔ Early intervention and prevention
- ➔ Person-centred and asset-based support
- ➔ Transparency, and equality of access
- ➔ Outcomes focus
- ➔ Continued learning and development

Our support is always person-centered, but could include help with things like:

- **Budgeting, including accessing money advice**
- **Achieving safety and security**
- **Developing life skills**
- **Accessing other helpful services and opportunities**

This Plan gives an overview of our priorities and plans for 2018/19 - why we're doing what we're doing, and what this means for the people it affects.

¹ Excluding alarm services, of which there are 1,192 units

Supporting People/Homelessness Prevention plays a vital role in the delivery of key support legislation:

- **The Housing (Wales) Act 2014**, and **Social Services & Well-being (Wales) Act 2014** have brought about real changes to the ways people are supported. Early intervention and prevention, and empowerment of people to achieve independence are central to both Acts.
- The **Well-being of Future Generations (Wales) Act 2015** means that plans must be sustainable and increase wellbeing. This also means a prevention focus, looking at short and long-term needs, and partnership working.
- **The Violence Against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015** highlights the importance of early intervention to prevent victims of this kind of violence and abuse becoming homeless in the first place, and also wherever possible to support them to stay in their own homes.
- **The Renting Homes (Wales) Act 2016** means some new rights and responsibilities for tenants and landlords - so it's important that people can access good advice and support where needed.

We also support the delivery of other national and local plans and agendas, such as:

- **Denbighshire plans and guidance**, including Denbighshire's Corporate Plan 2017-22; the Wellbeing Plan 2014-2018, the Supporting Independence in Denbighshire agenda; the Housing Strategy, and the Care and Support at Home Strategic Plan.
- **National plans and guidance**, including the Supporting People Grant Guidance, the Regional Strategic Plan, and the Ten Year Homelessness Plan for Wales 2009-2019.
- **Commissioning guidance/agendas**, including the Domestic Abuse and Sexual Violence Collaborative Commissioning Toolkit, and the North Wales Mental Health Supported Housing Commissioning Statement.
- **Equality and diversity**, including Denbighshire's Strategic Equality Plan, and the Welsh Language Standards. We also contribute to the 2025 movement, with its aim of ending avoidable health inequalities in North Wales by the year 2025.
- Other developments, research, and strategies in key areas such as **Health, Social Care, and Criminal Justice**.
- We also represent North Wales Supporting People at **regional groups** such as the National Rough Sleeper Working Group, North Wales Area Planning Board Delivery Group, and Supporting People National Advisory Board.

2. People's stories

'Ben'

Ben became alcohol dependent when his marriage ended, he felt **alone and bewildered**, pushing away colleagues and friends. His **health was deteriorating**, and **unpaid bills** were stacking up, unopened, hidden away. The mortgage hadn't been paid for 6 months. With the help of his CAIS Support Worker, working closely with the Substance Misuse Service, Ben completed a home detox. He got help to **address his health issues**, and began to **sort out his finances**. His Support Worker was also able to help Ben's family to **understand his issues**, and ways he could lead a **healthier and safer lifestyle**. He began rebuilding his **relationship with family**, as well as his **self-worth**. Ben began contributing to a self-help group. His **confidence growing**, he was able to slowly begin going **back to work** as a builder. He also regularly visits the library, **enjoying the alone time and quietness he'd once hated**.

'Jane'

Jane lost her accommodation following an **illegal eviction**. At first she moved in with her mum, but this was in an extra care scheme, so wasn't an option for the long term. She ended up **feeling she had no other choice** than to move back in with her ex-wife.

Jane is transgender, but circumstances with her ex-wife meant she had to dress as a male – **seriously impacting on her mental health**.

Jane hurried to find her own accommodation, and moved into a property on a short lease, in a **poor state of disrepair**. She had come into contact with the Homelessness Prevention Team, and been offered support, but felt she **could not face going into temporary homeless accommodation** with her teenage son – who, having severe epilepsy and a learning disability, was dependent on Jane for his care.

Jane's story shows how **homelessness can affect anyone**, and shines a light on some of the difficulties and barriers people can face in their journeys to prevent and resolve their homelessness – as well as the **importance of early intervention**. The Homelessness Prevention Team will continue to work with Jane to find more suitable accommodation for her and her son, **where they can achieve better quality of life**.

'Tim'

Tim was **staying in a leaky tent**. He'd been **coerced into illegal activity** in lieu of rent, and **fled violence** when he refused to continue.

He was scared of being found, reluctant to give too much away – so he found it difficult to access the help he needed.

Tim's Outreach Worker recognised there were issues not only around violence, but **modern day slavery**. Tim accessed advice from the Police Modern Day Slavery Unit. His **fears of being found were alleviated**, and he agreed for his Outreach Worker to involve the Police.

Once there was a crime number, it was much **easier for Tim to access the help he needed**. He also had much more **peace of mind** in speaking to services. He began accessing the emergency beds project, where his dog was also able to stay in a sheltered area.

3. Our Five Strategic Priorities

The DCC Homelessness Strategy 2017-2021

Tackling homelessness through **early intervention, prevention, and providing quality accommodation and support** is central to our priorities. We've worked closely with our partners in developing the Denbighshire Homelessness Strategy 2017-21, which sets out in detail all of Denbighshire's priorities and plans for tackling homelessness. The vision of the Strategy is simple: **To end homelessness in Denbighshire**

Tackling Poverty

We know **homelessness and poverty will often go hand in hand**. We are a Tackling Poverty programme, partnered with Communities First, Families First, and Flying Start - we have a shared goal of **tackling the causes and effects of poverty**. Exploring opportunities through groups including the Corporate Anti-Poverty Group, and Tackling Poverty Strategic and Operational Groups, we'll continue to work together to reduce duplication and strengthen our support.

Citizen Involvement

The people we support must have their voices heard, and be able to shape how services develop. We are currently developing a Citizen Involvement Policy, detailing how involvement will be at the heart of all of our priorities and developments.

The sustainability of housing related support

We face a number of **current and future challenges** in keeping our support affordable and effective, including **public spending cuts and welfare reform**. We must work together to be creative and resourceful, and make sure our approach is **needs-led for both the short and long-term**. We must also play a role in campaigning for policy reform and developments, to make sure support continues to be available wherever needed.

Joint-Commissioning/Collaboration

In recent years we've joint-commissioned/collaborated with other North Wales Supporting People Teams, the Tackling Poverty Programmes, and with Children's Services and Youth Justice. Doing this is important as it means we're able to **pool knowledge and skills, and reduce duplication** across our services – meaning our support is more effective and efficient. We'll continue to explore opportunities, including developing pilot regional projects. We'll also support the priorities of the Regional Strategic Plan.

4. Shaping our services

We look at a range of information to identify need and demand, and develop our services. This includes:

The views of citizens – These are welcomed throughout the year, with our Service User Involvement Officer working closely with projects to make sure that people have their voices heard, and can play an active role in shaping the support they receive.

The Homelessness Prevention Day

Every year we put on a 'Homelessness Prevention day' – an opportunity for the people we support, our projects and partners to gather together to talk about what matters to them, and contribute to what this Plan looks like.

The views of our other partners – Including the projects we fund, and other agencies we work with.

Consultation – Including as part of service reviews and decommissioning decisions, and consultation on each annual Supporting People Plan.

Information from our Single Pathway Team – Who coordinate all support referrals, ensuring equality of access to the right support.

Project monitoring and reviews – All of our projects are regularly monitored and reviewed to ensure service quality - to identify any areas for improvement, and learn from good practice.

Other information - Including Outcomes & Housing Solutions data, the population assessment, and other studies/reports.

We also look at potential unmet need.

Work we've done to try to determine and address unmet need has included:

- Piloting of an annual Unmet Need survey
- Reviewing the ways we map need, including looking at the effectiveness of our Needs Mapping data.
- Investigations into the need for veterans supported housing, supported housing for females with complex needs, and 'wet' provision (supportive, safe drinking environments)
- The Reconnection Guidance – ensuring there are suitable and consistent support offers for people without a 'local connection'.

There are 3 (spend plan) areas where we don't currently fund any specific projects: people with physical/sensory disabilities; people with chronic illness, and young people who are care leavers. In all cases we've made sure that people who might fall within one of these groups are able to (and do) access our other support. We monitor this throughout the year, and investigate further as needed.

✓ **The information we gather tells us that there continues to be high demand for Supporting People services.**

Some key messages from 2016/17 were:

Independent accommodation is in high demand

People are increasingly telling us they have a preference for independent accommodation, e.g. in the private rented sector - rather than supported housing. At the same time, people receiving an eviction notice has increased by 46%, from 108 to 158.

Demand for support remains pretty steady

1,178 Needs Mapping forms were completed in 2016/17, compared with 1,257 the previous year.

We're seeing greater diversity

16 people identified as non-white in 2015/16, compared to 42 in 2016/17. There's also been an increase in language diversity. Numbers of people identifying as a different gender than that at birth have also more than doubled (from 7 to 17), & gay and bi-sexual people both have increased by 50% (from 10 to 15).

Main support needs are changing, but only slightly

People are still mostly telling us they want support around mental health, domestic abuse, generic (housing related) needs, & being a young person - however, generic (rather than domestic abuse) is now the main 'lead need' identified. Feeling safe, accommodation, & managing money remain the top 3 target outcomes people tell us they want to achieve.

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✓ **We also see the importance of our alignment with statutory Homelessness, as the Homelessness Prevention Team.**

Number of households owed a full duty by Denbighshire to secure accommodation in 2016/17: 62

Number of households eligible for statutory assistance to prevent and/or relieve homelessness in 2016/17: 672
(This isn't including general advice and assistance, which was accessed by 484 people in 2016/17)

Number of people supported by commissioned housing related support services in 2016/17: 1,553

It's a good sign when there are less people receiving statutory homelessness assistance than accessing commissioned housing related support services – this shows that people are getting support to prevent crisis point. Almost a quarter of all commissioned housing related support referrals came from Statutory Homelessness Prevention Officers in 2016/17 – showing how important our alignment is in providing a whole response to homelessness.

5. Our Priority areas for Development in 2018/19

1. Young People (16-25)

We've been developing a 'positive pathway' approach since 2016, working closely with Children's Services and other partners. This has already meant significant service remodels, with some ongoing in 2018/19. We'll make sure that young people continue to be involved in shaping these developments. We'll also be working with our partners to ensure we're able to minimise the **negative** impacts of welfare reform on young people as far as possible, and will continue to support the development of house share opportunities.

2. Mental Health

We'll continue to strengthen links (e.g. by contributing to the Mental Health Planning Group) so that we can better take up opportunities for early intervention and prevention, and make sure support is accessible for people being discharged from hospital.

3. Education, employment and training

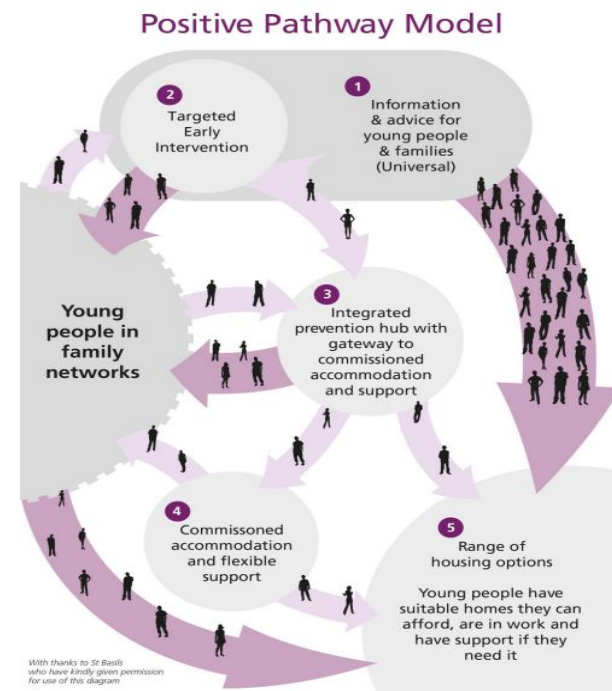
It's vital that education, employment and training is accessible for everyone - not least because it can open the door to affordable, quality accommodation. This is also a priority area for all Tackling Poverty partners, and DCC corporately. We've already developed staff training, and had qualifications included in some pilot projects. Work experience opportunities will be a key priority for us in 2018/19. Transport is also important here, so we'll be strengthening links with Community Transport, as well as supporting the delivery of corporate priorities around connected communities. Our Citizen Involvement Officer will also continue to work with projects to identify and challenge barriers in this area.

4. People with a criminal offending history

With the opening of the Wrexham Prison in 2017, along with legislative changes, we need to make sure we're geared up to supporting the resettlement of people leaving prison. We'll continue to attend the North Wales Prisoner Resettlement Steering Group, as well as take learning from the offender services research via the RCC, and monitor demand for our projects to support offenders.

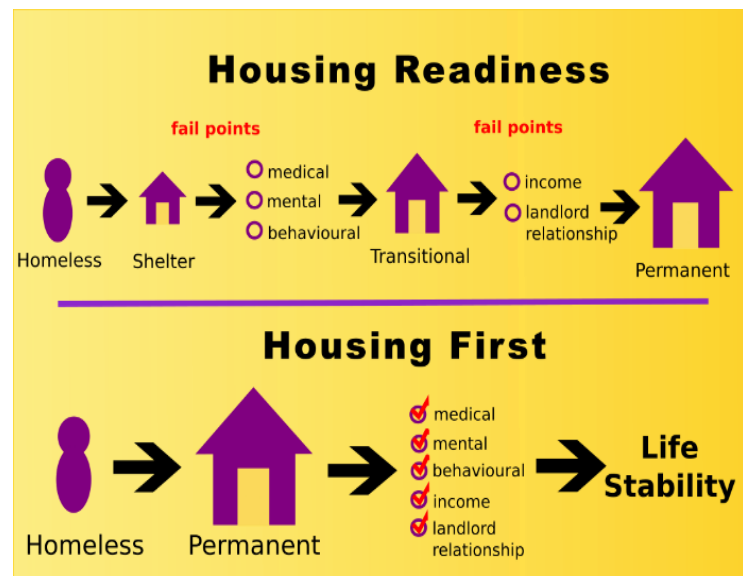
5. Supported Housing (affordability)

Supported housing can unfortunately be unaffordable for some, especially when working full-time and unable to claim full Housing Benefit. The LHA cap due in 2019, *may* offer some opportunities; however, we really don't know enough to plan around this just yet. We must shine a light on such cases, explore remodelling opportunities, and ensure people receive the right advice.



6. Rough Sleeping

'Housing First' is founded on the principle that housing is a basic human right. It means secure accommodation is provided as soon as it's available – then holistic wrap-around support is put in place. We're committed to developing Housing First; however, we've



recognised that we can't achieve this alone. We'll be exploring opportunities for joint-funding with Health and other partners, and working with suppliers to improve availability of suitable accommodation. Our aim is to have Housing First in place by the end of 2019 – but we can only do this with support and buy-in from key partners.

We'll also be working to develop a 'No First Night Out' approach, including targeted intensive support where people are at risk of spending a first night on the streets. We'll also be looking at options for developing a 'sit-up' service. We will additionally contribute to work to review day services - to ensure a best practice, consistent approach to ending rough sleeping. To support all of this work, as well as to strengthen our response to rough sleeping generally, our Outreach Team will be closely aligned with the Ty Golau (emergency beds and Hostel) project.

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7. Substance misuse

We've seen a decrease in people with substance use issues accessing our support; referrals from the Substance Misuse Service (SMS) have also fallen. Our Single Pathway will be working with SMS to make sure there are no barriers to accessing support. We'll also strengthen links through the Area Planning Board (APB) Delivery Group, as well as exploring any future funding available from the Substance Misuse Action Fund (which has funded our tenancy starter packs for the last 3 years). We'll also be further considering options for safe drinking environments – liaising with the APB, and continuing to learn from good practice, including visiting 'wet' services in other areas.

8. Autistic Spectrum Disorder (ASD)

We are developing a Complex Disabilities 'Tenancy Enabler' service, which will support people with learning disabilities, acquired brain injury, and ASD - which we'll be learning from over the coming year, to better inform us around the housing related support needs of people with ASD.

9. Domestic Abuse

We'll be making sure we're well-informed around our duties under the The Violence Against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015, including ensuring we and all project staff are trained up in line with the National Training Framework.



We will also be supporting the strengthening of links between the North Wales Domestic Abuse Strategic group and the RCC, including looking at joint commissioning opportunities.

← You may have seen these stickers if you've been in a Denbighshire taxi recently; we funded these back in 2016.

10. Off the shelf

We sometimes have under-spend which we can use for in-year 'off-the-shelf' projects. We've held workshops to come up with suggestions, and will continue to seek out ideas for pilot or spend-to-save projects.

11. Regional Collaborative Committee

We will continue to support the priorities of the Regional Strategic Plan. This will include supporting the development of regional working and projects, as identified by the Committee throughout the year (e.g. the regional prison leavers research in 2016/17).

12. The community support model

This kind of support (e.g. community groups) can allow people to develop their own support networks, which for many, is key to their independence. We've already piloted some community support projects, including a volunteer programme with Countryside Services, and the Denbighshire Community Podcast. Our Outreach Team also continue to support weekly group sessions for rough sleepers in the Dewi Sant Centre, made possible by funding from the ASB Tasking Group.

Over the coming year we'll be exploring further ideas for pilot projects and remodelling opportunities. We must also consider the importance of transport to enable this kind of support, so will be strengthening links with Community Transport, as well as supporting the delivery of corporate priorities around connected communities.

Rough Sleeper Group Support

Every Thursday afternoon our Outreach Team re-open the Dewi Sant day centre for an activities/drop-in session for rough sleepers. Quizzes are a firm favourite. We see the importance of peer support here, with those coming from 'outside' being welcomed by all, and feedback capturing the good spirits of the groups. It's the goal that these sessions will in future be run entirely by rough sleepers.

While we must respond to changes throughout the year, below are details of our current plans for specific funding changes and service remodels identified for 2018/19 within particular service areas.

<u>Spend Plan Area</u>	<u>Plans for 2018/19</u>
People with learning disabilities	We are developing a Complex Disabilities 'Tenancy Enabler' service, which will support people with learning disabilities, acquired brain injury, and autistic spectrum disorder (ASD), which we will be learning from over the coming year. Funding to the DCC Community Living service will also continue to reduce every year, as agreed in 2013.
People 55+	The Supporting Independent Living (SIL) service was aligned with the DCC Reablement service in 2016/17, to offer a consistent and streamlined support service to people 55+ with a range of support needs. This will require further funding to enable the service to effectively support the delivery of the Social Services & Well-being (Wales) Act 2014.
Young people	Young people's services in Denbighshire will continue to be developed and re-shaped, as part of our development of a 'Positive Pathway' model. This will include the continued remodelling of the Dyfodol project, and reviewing other young people's projects to ensure that they provide an appropriate and needs-led response to the housing related support needs of all young people in Denbighshire.
'Generic'	We are developing a proposed service remodel to commence in June 2018 – a multi-disciplinary homelessness prevention project, combining 4 separate contracts (currently covering young people's, single parents, ex-offenders, substance misuse and alcohol misuse support).
Other funding	The Supporting People Grant can't be used to fund Supporting People Staff (who administer the Grant) from 2019/20. The budget for the Team has been reduced by 46.5% since 2013, and Denbighshire County Council intend to identify other sources of funding internally, to make sure that the Grant can continue to be administered effectively. The Team will no longer be funded by the Grant by 2019/20.

For full details of all of our projects, please see our directory of services, available on the Denbighshire County Council website.

**We must be needs-led, and outcomes focussed in everything we do...
So we're reviewing and developing the ways we commission services.**

- **Multi-disciplinary/Generic Support Projects** – This means that one service can support anyone who is homeless or at risk of homelessness - it is flexible and needs-led, and doesn't focus on one specific area (e.g. substance use issues). We already have some generic projects in Denbighshire. This approach can mean less duplication with specialist services, and easier access to support. We're therefore considering opportunities to make our projects more flexible and needs-led, including merging contracts.
- **Payment by results** – We will be piloting a payment by results approach. This involves payments being made to projects when outcomes are achieved - this means there must be a tailored package of support, with realistic agreed outcomes, for people who might not usually be able to access supported housing because of high/complex needs.
- **Risk-based reviewing** – We're currently working towards a fully risk-based approach to our project reviewing. This means that levels of project risks inform when and how we review – i.e. where projects are assessed as lower risk, a lighter-touch review may take place, and higher risk projects would be reviewed first.
- **Mapping need and future demand** – We're working to make sure that we're gathering the right information to inform our commissioning, including reviewing our 'Needs Mapping' system, and developing information gathering within our Single Pathway (referrals) Team. We'll also be contributing to work to gather data on dementia, via our ABBA (Aros Byw Bod Adref) project.

This also includes embedding new directions for support delivery, including:

Asset (strengths) based support, and positive risk taking: maximising people's own strengths and resources, and recognising that people are experts in their own lives.

Trauma informed support: including understanding and mitigating the impact of Adverse Childhood Experiences (ACEs), and developing psychologically informed environments (PIEs).

What are PIEs?

PIEs involve helping people to understand where behaviours come from, allowing people to work more creatively and effectively. This means thinking not only about what our physical environments look like, but how we communicate, respond to challenging situations, and shape our support.

There are five key areas to consider when developing PIEs

- Developing a psychological framework
- The physical environment and social spaces
- Staff training and support
- Managing relationships
- Evaluation of outcomes

6. More people's stories

'Helen'

Helen's landlord had just issued her with an **eviction notice** – they were selling the property.

Helen had several health problems, including having suffered a stroke. A Homelessness Prevention Officer (HPO) visited Helen at home, and saw that while friends and relatives provided invaluable support, Helen's **quality of life wasn't as it should be** – not able to manage the stairs, she was basically living in her bedroom. The HPO needed to help Helen to improve her quality of life, as well as **prevent crisis point**.

The HPO contacted SARTH (the Single Access Route to Housing), and explained the situation in detail. Based on this, Helen was put into Band 1, and was soon after allocated a bungalow just up the road.

Helen sent a card to her HPO, describing in just a few words the huge difference this had made to her life.

"Thank you very much from the bottom of my heart for all your work on getting me my beautiful bungalow. You've made me very happy."

'Maria' *(This story was put together by Carly, a volunteer representative for Nacro Community Voice, and supported housing resident.)*

Maria first got in touch with Nacro when she was still in prison. It had been **one of several prison sentences**.

Maria was born intersex, and experienced a very **difficult childhood and transition to adulthood** - and had made some **destructive associations and choices**. Determined to make some changes in her life, she knew she needed some support coming out.

Coming out of prison this time was the **start of a new chapter** for Maria. With the support of Nacro and the trans charity, Unique, Maria began taking as many opportunities as she could to **improve her quality of life**. She moved into supported accommodation, and completed numerous qualifications. Maria also underwent the surgery to fully assign her sex as female.

Having been out of prison for six years, Maria still spends the majority of her time there - but now she's **'on the other side of the bars'**, delivering LGBT and Diversity training to the prison service and the police. Maria now has her **own home, a job she adores**, and a much **loved and valued support network**. She feels that with support, and the huge efforts she's made herself, she has **become a better person**.

'Gemma'

Gemma had to leave home at 17 when her **relationship broke down** with her mother. After a stay in temporary accommodation, Gemma moved into a young people's supported housing project run by Grwp Cynefin.

Gemma had a difficult first couple of months settling into the new environment; however, things soon began to improve. Gemma was **learning how to look after her accommodation**, understanding her rights and responsibilities as a tenant.

But more than this - her **life outlook was getting better**. Anxieties around her housing situation had made existing health issues worse, but Gemma was now **looking after her physical health**, and feeling **able to crack on with college work**. She was also completing various other courses around independent living and healthy relationships.

Feeling in a **much better place**, Gemma was able to begin exploring hobbies. She was then **successful in getting a job** at a nursery. Gemma moved into her own accommodation, equipped with the skills and tools to maintain her tenancy, and to **live a happier and healthier life**.

Jim'

*"I spent years under the stars, I got used to it. I was sleeping out in one place for quite a long time, the owners got used to me too.
I was the unpaid night watchman.*

*Drugs, drinking, they help you block things out, they distract you.
It can be hard to see a way out.*

*I've known lots of services over the years, some have been a life line. But it's hard to break out. I had a flat before, but it ended up a homeless hostel.
It was still the same life.*

*An Outreach Worker came to speak to me. At first I'd wondered what her agenda was. We spoke about Prestatyn, where I was born and bred. We talked about memories. We got on. I realised she had no agenda, she just wanted to help me.
And I was ready to bite the bullet.*

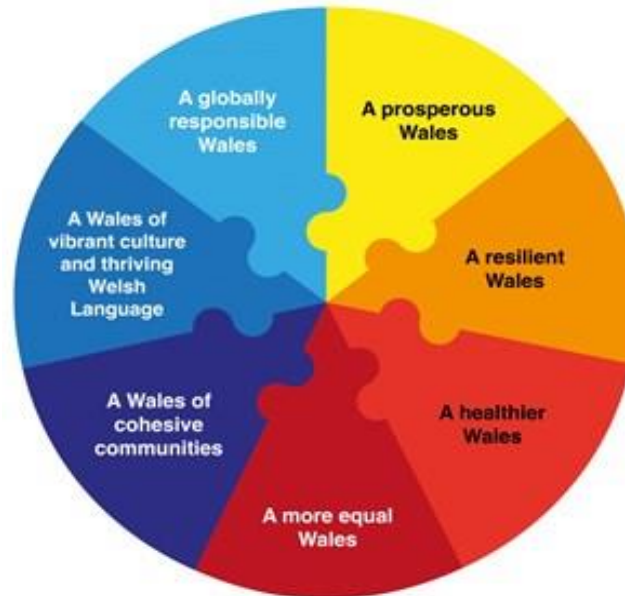
*She doesn't let me down, and I don't want to let her down. But she's also patient when I have a wobble.
There is trust, which means everything.*

*I used to sail, and I do miss seeing the world. **But I'm really enjoying the quiet life.** 'Normal' things, putting electric on the meter, going food shopping. I've even started watching soaps.*

*It's a big adjustment. It's been hard work. But my Outreach Worker's helped me with getting used to these things, being in four walls.
I feel I've a new lease on life."*

7. Wellbeing Impact Assessment (WIA)

A WIA is a tool we use to help us evaluate the impact of a new idea, policy, report or project. It helps us to consider ways to strengthen the contribution we can make to the wellbeing of future generations, looking at the 7 wellbeing goals identified in the Wellbeing of Future Generations (Wales) Act 2015:



A WIA for the draft Supporting People/Homelessness Prevention Plan 2018/19 was completed 18/04/2017. It scored the Plan 22 points out of 24 in terms of its sustainability, and identified that it made a positive contribution to all of the 7 wellbeing goals (with strategies identified to address any unintended negative consequences). The WIA was reviewed following the close of the Plan's formal consultation period (27/06/2017 – 22/08/2017), and no changes were required.

8. Denbighshire Supporting People Grant Spend Plan 2018/19

To be inserted once confirmed by WG.

Report To:	Cabinet
Date of Meeting:	12 December 2017
Lead Member / Officer:	Nicola Stubbins: Corporate Director – Communities Councillor Bobby Feeley, Lead Member for Well-being and Independence
Report Author:	Heidi Roberts, Solicitor
Title:	Integrated Care Fund Agreement 2017-2020

1. What is the report about?

- 1.1 To update Members about the approach being adopted to formalise the regional funding and governance arrangements in respect of the Integrated Care Fund (“ICF”).
- 1.2 To seek authorisation to the ratification and signature of the ICF legal agreement that has been produced on behalf of the region in response to the requirements of Welsh Government’s Integrated Care Fund Guidance dated April 2017.

2. What is the reason for making this report?

- 2.1 To advise on the recent guidance issued by the Welsh Government regarding the ICF.
- 2.2 A decision is required endorsing the regional approach to ICF funding arrangements and authorising the Local Authority to ratify and enter into the agreement prepared to regulate our relationships with our Partners.

3. What are the Recommendations?

- 3.1 That Cabinet notes the contents of this report.
- 3.2 That Cabinet gives approval to the Council entering into a legal agreement between Betsi Cadwaladr University Health Board and the six local authorities across North Wales, regulating the governance and processes surrounding expenditure and reporting requirements in respect of the ICF.
- 3.3 That Cabinet Members confirm they have read, understood and taken account of the Well-being Impact Assessment attached at Appendix 1 as part of their consideration.

4. Report details

- 4.1 The Intermediate Care Fund was established in 2014 to support initiatives which prevented unnecessary hospital admission, inappropriate admission to residential care, and delayed discharges from hospital. From April 2017, the Fund has been rebranded as the Integrated Care Fund to better reflect an expanded scope.

- 4.2 Part 9 of the Social Services and Well-being (Wales) Act 2014 provides for Regional Partnership Boards to be established. These Boards bring together health, social services, the third sector and other partners to take forward effective integration of health and social services. Members will be aware that an Integration Agreement has already been endorsed by Denbighshire. The aim of the Integration Agreement is to set out partners' willingness to integrated working and to provide a framework outlining how integration will be achieved (including the pooling of funds). ICF is one potential area for integration included within the Integration Agreement
- 4.3 Regional Partnership Boards are required to utilise the ICF to support schemes and activity that provide an effective integrated and collaborative approach in relation to the following areas of priority:
- (a) Older people with complex needs and long term conditions, including dementia;
 - (b) People with learning difficulties;
 - (c) Children with complex needs due to disability or illness; and
 - (d) Carers, including young carers.
- 4.4 There are also two ring-fenced initiatives; namely the Welsh Community Care Information System (WCCIS) and the Integrated Autism Service.
- 4.5 ICF statutory guidance issued by Welsh Government in April 2017 sets out the objectives ICF is intended to achieve, but also sets out conditions which states that the funding must be used to support new or additional provision of services and ways of working and to increase the scale of integration across the region.
- 4.6 There is no capacity to overspend as there is no end of year flexibility, and funds cannot be carried over.
- 4.7 The funding is allocated to health boards within Regional Partnership Boards, but spending decisions must be taken collaboratively by the wider Regional Partnership Board. The Board must have oversight and ensure the effective use and delivery of the ICF.
- 4.8 The statutory guidance stipulates that the governance of the fund and decision making on the spend must be robust; there shall be an ICF revenue investment plan and a legal agreement between the parties.
- 4.9 A written agreement covering the matters specified within the statutory guidance has therefore been developed. All six North Wales local authorities and Betsi Cadwaladr University Health Board are parties to the Agreement which also has to be signed by the Chair of the Regional Partnership Board. A copy of the agreement needs to be provided to Welsh Government.

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

Partnership arrangements emanating from the ICF could support the following corporate priorities:-

- (a) Everyone is supported to live in homes that meeting their needs;
- (b) The Council work with people and communities to build independence and resilience; and
- (c) Younger people want to live and work here and have the skills to do so.

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

There are no direct costs associated with signing up to the ICF agreement as the agreement provides the regulatory and governance framework for regulation of ICF monies across the region.

7. What are the main conclusions of the Well-being Impact Assessment?

Two impact assessments have been completed to date with respect to the partnership and pooled fund arrangements mandated by Part 9 of the Social Services and Well-being (Wales) Act 2014.

A copy of the current well-being Impact Assessment is attached at Appendix 1.

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

8.1 A regional pooled budgets working group was established in early 2017. All six North Wales local authorities and Betsi Cadwaladr University Health Board are represented at this working group. The group, which is responsible for driving forward the pooled budgets requirements, has been involved in the development of the ICF agreement.

8.2 The proposed ICF agreement, as endorsed by members of the pooled budgets working group has been circulated to each partners' legal representatives for consideration.

8.3 The Regional Partnership Board endorsed the proposed ICF agreement at its meeting in September 2017.

9. Chief Finance Officer Statement

The agreement will strengthen existing regional arrangements and helps to support the wider agenda of regional health and social care integration.

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

The Council is required in law to have a legal agreement setting out its obligations and those of its partners in respect of ICF monies. There is a risk of breaching statutory guidance if this agreement is not signed up to. Moreover, the agreement provides a framework which offers consistency, clarity and protection for all partners in respect of governance of the fund and decision-making in relation to it.

11. Power to make the Decision

- (a) Sections 166-167 Social Services and Well-being (wales) Act 2014
- (b) The Partnership Arrangements (wales) regulations 2015
- (c) Welsh Government's Integrated Care Fund Guidance: April 2017

- (d) Part 9 Statutory Guidance (Partnership Arrangements)
- (e) Section 2 Local Government Act 2000

Pooled Budgets for Health and Social Care

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	304
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Brief description:	<p>A Regional Pooled Budgets group has been established and is Chaired by Nicola Stubbins, Director of Social Services on behalf of partners. This group has been meeting since the beginning of the year and it is the view of this group and Directors of Social Services that integration and pooled budgets should not be finance-led and that social care and health leaders need to propose areas for integration. In its highlight report in January 2017 the group highlighted areas that could be explored further in relation to integration and pooled budgets which were: - IFSS - Delivering Transformation funding - ICF - Children with complex needs - Carers grant - Regional Safeguarding - Disability equipment stores (essentially developing what's already in place) - Funded Nursing care element of care homes budget There was also a suggestion that some localities may be able to pilot the pooling of care home budgets where services were already integrated such as Ffordd Gwynedd. 4.2 Further work undertaken by the Regional Pooled Budgets group and in its report to the NWRPB in June 2017 it was reported that the group were developing a regional Integration Agreement which would be signed by the 6 Local Authorities and the Health Board with individual schedules developed for each area of integration and pooled budgets which would sit beneath this agreement. The areas confirmed as those to be developed as pooled budgets would be: - Intermediate Care Fund (ICF) – It has been a requirement of the grant to have a Memorandum of Understanding in place however, a Partnership Agreement would strengthen the arrangements in place (and this is what WG is specifying in the Part 9 Guidance) - Carer's grant/services – to initially start with putting a Partnership Agreement around the grant and then look to incorporate other carer's services from April 2018 - Children with complex needs – this area has already been identified as a priority area for integration by the NWRPB - Integrated Family Support Services – this is a requirement in the Act - Community services – Care homes and Domiciliary care – Ffordd Gwynedd</p>
Date Completed:	19/10/2017 10:43:35 Version: 1
Completed by:	Nicola Stubbins
Responsible Service:	Community Support Services
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?

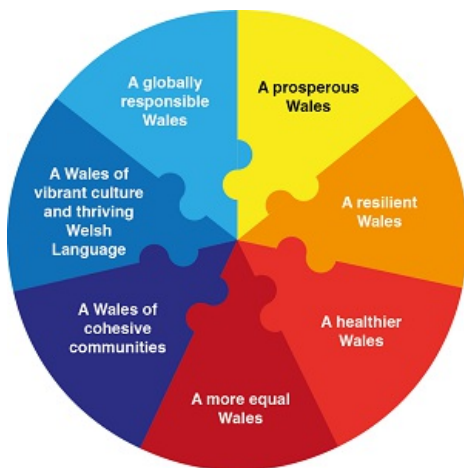


(3 out of 4 stars)

Actual score : 20 / 24.

Summary of impact

Wellbeing Goals



A globally responsible Wales	A prosperous Denbighshire	Neutral
A Wales of vibrant culture and thriving Welsh Language	A resilient Denbighshire	Neutral
A Wales of cohesive communities	A healthier Denbighshire	Positive
A more equal Wales	A more equal Denbighshire	Positive
A healthier Wales	A Denbighshire of cohesive communities	Positive
A resilient Wales	A Denbighshire of vibrant culture and thriving Welsh language	Positive
A prosperous Wales	A globally responsible Denbighshire	Positive

Main conclusions

This is the second impact assessment undertaken and whilst the project remains at an early stage, significant progress has taken shape in the form of an integration agreement which sets out the framework for partners across the region to take integration and pooling of budgets forward. The impact assessment will need to be continually reviewed and revised as the project develops but consideration will also need to be given to completing individual impact assessments for each integration / pooled budgets pilot flowing from the integration agreement itself.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Neutral
Justification for impact	A vision is set out in our Integration Agreement stating our intentions to integrate services and improve outcomes for individuals across the region, however the pilots for pooled budgets that will sit under this agreement have not progressed sufficiently to evaluate the overall impact at this time. The learning from these will shape further development around integration of services and pooled budgets.

Positive consequences identified:

Until the pilots for pooled budgets have progressed further this is unknown at present

Development may result in opportunities for community resilience initiatives

It is unclear as the development of integration and pooled budgets is at an early stage. There will be some pilot developments in localities across North Wales and learning from these will provide a clearer understanding.

It is unclear as the development of integration and pooled budgets is at an early stage. There will be some pilot developments in localities across North Wales and learning from these will provide a clearer understanding.

Until the pilots for pooled budgets have progressed further this is unknown at present

Until the pilots for pooled budgets have progressed further this is unknown at present

Unintended negative consequences identified:

Until the pilots for pooled budgets have progressed further this is unknown at present

Integrating services across Health and Social Care could result in negative impact on current employee terms and conditions

Mitigating actions:

Once the pooled budget pilots have progressed further this impact assessment will be revisited

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	Currently we are not clear about the impact in relation to resilience however we would strive to ensure that any integration and pooling of budgets strengthens community resilience

Positive consequences identified:

It is unclear as the development of integration and pooled budgets remains at an early stage. The pilot developments in localities across North Wales will inform learning and provide a clearer understanding

Unintended negative consequences identified:

Regional working may incur longer travelling times

Mitigating actions:

Unknown at present time

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	To improve outcomes and health and well-being and provide person centred care and support

Positive consequences identified:

The focus of the Social Services and Well-being Act is improving outcomes for citizens to include integration of services for all parts of the populations which includes social and physical environments
Community resilience / early intervention initiatives could include luncheon clubs for the elderly and provision of meals for vulnerable people, however it will depend on which services are agreed to fall within scope

Community resilience / early intervention initiatives could include accessing leisure facilities for different groups in the population - however it will depend on which services are agreed to fall within scope

Improve care and support, ensuring older people with more complex needs and long term conditions, and that citizens who are in need of care and support have voice, choice and control

Integration of health and social care services including the pooling of budgets will provide a mechanism for delivering this

Unintended negative consequences identified:

Mitigating actions:

Having agreed to enter into an Integration Agreement the partners have expressed commitment to regional integrated working including the pooling of budgets as mandated by law and where it will benefit service users. Consultation with service users and staff so that we deliver the outcome that is right for them.

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	To improve care and support, ensuring people have more say and control by providing co-ordinated, person centred care and support

Positive consequences identified:

We deliver integrated services for Children with complex needs, Older people with complex needs, people with learning disabilities and carers. There may be further opportunities to integrate services and pool budgets to improve the well-being of a wider group of people with protected characteristics however they are not currently in scope

As this is integration of health and social care services, health inequalities for areas within scope

should be improved

Using the What Matters within service delivery across Health and Social Care should improve this aspect for individuals

Unintended negative consequences identified:

Mitigating actions:

Ensuring equity of service position across the region

A Denbighshire of cohesive communities

Overall Impact	Positive
Justification for impact	Integration should only be undertaken with citizens at the heart of service delivery and integration of services should only be undertaken where there is evidence of better outcomes for citizens.

Positive consequences identified:

Within health and social care services the safeguarding of individuals remains the paramount concern regardless of integration of pooling of budgets

This is a fundamental aspect in providing services within the spirit and ethos of the Act

Unintended negative consequences identified:

Mitigating actions:

An options appraisal toolkit has been developed regionally to ensure that integration has citizens at the heart of service delivery.

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Positive
Justification for impact	People who prefer to receive services in Welsh will do so

Positive consequences identified:

Mwy Na Geiriau requires health and social care services to be delivered in the service users language of choice

Services will be promoted on a bilingual basis, some of the regions business language is Welsh

Utilise events across the region to promote the Welsh culture within health and social care services

Unintended negative consequences identified:

Mitigating actions:

This may cause issues for staff that are not currently Welsh speakers

A globally responsible Denbighshire

Overall Impact	Positive
Justification for impact	Utilise local businesses so that they continue to thrive within communities

Positive consequences identified:

There are a number of independent third sector providers locally based within the region who need support to continue to thrive

This is managed within contractual and employment terms and conditions

Providers may have to revisit objectives when we move to a region based approach

Unintended negative consequences identified:

Mitigating actions:

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Report To: Cabinet

Date of Meeting: 12 December 2017

Lead Member / Officer: Councillor Julian Thompson-Hill / Gary Williams - Head of Legal, HR and Democratic Services

Report Author: Helen Makin Legal and Procurement Operations Manager & Mike White Category Manager (Professional Services) Collaborative Procurement Service

Title: Managed Service for the Provision of Agency Workers

1. What is the report about?

To seek approval to commence a procurement and enter into a contract to appoint an agency to supply temporary staff for use by Denbighshire County Council. This will be a collaborative procurement with Flintshire County Council.

2. What is the reason for making this report?

2.1 The Council has an existing agreement with Matrix SCM to supply agency staff to the Council. The agreement for Denbighshire County Council expires on 23rd February 2018 and the Flintshire County Council agreement expired on 20th October 2017 but was extended to be co terminus with the Denbighshire contract. There is an on-going requirement for agency staff. The contract will be for 3 years with the option to extend the contract for 1 further period of 12 months.

2.2 To be compliant with the Council's Contract Procedure Rules and EU Legislation, a competitive tendering process needs to be undertaken. It is proposed to use the Mstar2 (Managed Services for Temporary Agency Staff) framework which has been set up by ESPO (Eastern Shires Purchasing Organisation) .The framework is available for use nationally by any public sector body in the UK. This framework is compliant with UK/EU procurement legislation. Suppliers listed on the framework were assessed during the procurement process for their financial stability, track record, experience and technical & professional ability. The rates specified in the framework were assessed by ESPO during the procurement process and represent economically advantageous prices.

3. What are the Recommendations?

3.1 To commence the procurement using the ESPO MSTAR2 Framework Number 653F.

3.2 For Denbighshire County Council to work collaboratively with Flintshire County Council in leading and managing the procurement process.

3.3 For the Council to enter into a contract with the successful supplier. The contract will be for 3 years with the option to extend the contract for 1 further period of 12 months

4. Report details

- 4.1 Currently, the Council has a contract with Matrix. This was a contract awarded under MSTAR1, the previous framework agreement which has been replaced by MSTAR2.
- 4.2 The Suppliers on the MSTAR framework are: Commensura; de Poel; Matrix; Manpower; Pertemps; Randstad Sourceright and Reed. These are all leading agencies for the supply of temporary workers.
- 4.3 The Procurement Service undertook a benchmarking exercise to compare the MSTAR2 agreement against the National Procurement Service (NPS) framework and the conclusion was that the MSTAR2 agreement was more beneficial to both Denbighshire CC & Flintshire CC due to the hourly uplift rate which is applied by the NPS for use of their framework, which is twice the rate applied by ESPO.

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

5.1 Developing the Local Economy:

The agreement will allow for newly established or yet to be created recruitment agencies in Denbighshire to sign up to the managed service at any time during the lifetime of the agreement. This in turn will allow residents of Denbighshire, both now and in the future to seek employment via these agencies. The income provided by these employment opportunities will have the potential to be regenerated into the local economy.

The agency workers have the opportunity to receive on the job training and the potential for applying for future job opportunities as jobs arise.

5.2 Modernising the council to deliver efficiencies and improve services for our customers:

Use of a managed agency service allows the Authority to deliver the standard of services expected by its residents during periods of unexpected resource shortages. The flexibility achieved by the use of agency staff, can allow services to develop their operations to deliver efficiencies, whilst maintaining control of its budgets.

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

6.1 The amount the Council spend with Matrix is:

Denbighshire CC 2016 – 2017 = £710,145 (Source Matrix Invoices)

Denbighshire CC 2017 – 2018 = £685,031 (Source Matrix Invoices, Apr – Nov inclusive)

Therefore, over the period of 4 years under the new contract, it is anticipated the contract spend will be approximately

Denbighshire CC = £4,110,186 (2017-18 Spend /8 x 48)

6.2 The Council has a business need to retain a supplier of temporary workers to cover vacancies and unplanned absences, or to fill the requirement for specialist short term staff. Therefore there is a requirement to have a contract in place with a supplier who

has sufficient capacity and resources to meet the needs of Denbighshire County Council. The contract will enable the Council as a whole to continue to deliver services to the public and service users.

The agency contract with Matrix does not encompass all Council agency spend. It excludes all school requirements for Supply Teachers, which are sourced via the National Procurement Service Framework with New Directions, and also Social Services Home Care agency workers, who fall outside the scope of the Matrix contract.

The current agency revenue budget for 17/18 for DCC is £827,944 (excluding schools). However, this budget also includes spend for those non Matrix agencies mentioned above. The budget available does not cover all current spend on agency staff as Services fund these costs from amongst other things savings in vacant posts.

7. What are the main conclusions of the Well-being Impact Assessment?

The Well-being Impact Assessment summarises the likely impact of the contract on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the World. The outcome of the assessment is that use of the Agency framework offers flexibility for both the Council and the local workforce. The Council will employ agency workers in circumstances where full time employment is not feasible and the local workforce would not otherwise be employed, receive training & gain experience. It will create local jobs including jobs that require the use of the Welsh language.

The full report can be found in the attached appendices as Appendix 1.

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

Throughout the current contract period, there have been regular quarterly business review meetings arranged with Matrix, attended by representatives of the Collaborative Procurement Service, Flintshire CC Human Resources Service and Flintshire CC Internal Audit.

Denbighshire CC Human Resources Service do not attend quarterly meetings, but do receive the quarterly reports.

There have been no public consultations or report to Scrutiny.

9. Chief Finance Officer Statement

The proposals in this report support the business needs of the Council and appear to deliver value for money and are therefore supported. The budgets are held within services and it is each Head of Service's responsibility to ensure that agency staff are used efficiently. This will become increasingly important over the coming years as the pressure to identify savings intensifies.

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

The following key risks have been identified and will be managed by the Collaborative Procurement Unit and Legal Services:

- Legal challenge in relation to the procurement process – managed by the input of specialist legal advice in terms of the process and drawing up the required documentation;
- Transition arrangements arising from change of supplier– a transition plan can be agreed between the incumbent supplier and the appointed supplier.
- An unplanned rise in the demand for temporary workers- the supplier’s ability to cope with rise and fall in demand will be evaluated as part of the procurement process.

11. Power to make the Decision

- 11.1 Cabinet is required to authorise the commencement of this procurement procedure pursuant to section 2.7.2 iii of the Council’s Contract Procedure Rules.
- 11.2 The Council also has power to issue the procurement and enter into contracts pursuant to section 111 Local Government Act 1972 (power to undertake any act to facilitate, or which is conducive or incidental to, the discharge of any of their functions); section 135 Local Government Act 1972 (power to make standing orders to govern entering into contracts), section 112 Local Government Act 1972 (appoint such officers as they think necessary for the proper discharge by the authority of the authority’s functions); section 3(1) Local Government Act 1999 (general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised) and section 1(2) Local Government Contracts Act 1997 (empowers local authorities to enter into a wide range of contracts providing assets or services in connection with the discharge of their functions).

Agency Framework

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	196
Brief description:	Entering into a Framework agreement with Neutral Vendor Employment Agency
Date Completed:	Version: 0
Completed by:	
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?

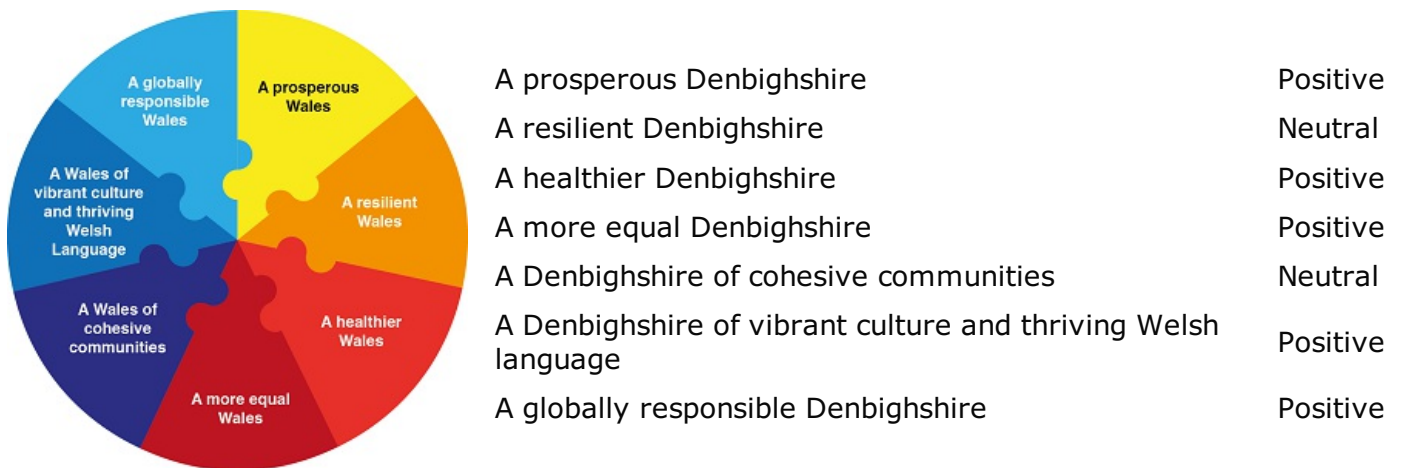


(3 out of 4 stars)

Actual score : 17 / 24.

Summary of impact

Wellbeing Goals



Main conclusions

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	The use of the Agency framework offers flexibility for both the Authority and the local workforce. The Authority will employ agency workers in circumstances where full time employment is not feasible and the local workforce would not otherwise be employed, receive training & gain experience.

Positive consequences identified:

Agency agreement will enable local workforce to be employed & may reduce the need for extensive travel

Local employment agencies will have the opportunity to work with Matrix to deliver local jobs for local people.

Many businesses use agency staff to assess their capabilities prior to full time employment

Agency work provides the opportunity for gaining experience in a variety of roles across the authority.

Agency work provides a platform for an individual to tailor their availability into a suitable role.

Unintended negative consequences identified:

Agency workers may replace existing full time roles on some occasions

Mitigating actions:

Monitor the use of the framework to ensure it is being used correctly.

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	Framework will have little effect

Positive consequences identified:

Opportunities for local workforce to be employed close to their home.

Unintended negative consequences identified:

Mitigating actions:

Limited options

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	Increased opportunity for Employment, training & experience in a variety of roles encompassing a wide geographical area.

Positive consequences identified:

Provides employment opportunities, training & experience
 Employment opportunities will provide income & opportunities for individuals to choose healthier lifestyle
 Employment opportunities will provide income & opportunities for individuals to choose healthier lifestyle
 Employment opportunities will enhance individuals self worth and confidence
 Agency workers have the flexibility to select opportunities to meet their needs.

Unintended negative consequences identified:

Mitigating actions:

Ensure framework is being used correctly

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	The framework will provide work opportunities throughout the County

Positive consequences identified:

Individuals can find a variety of work opportunities via the framework which can encompass their needs.
 Providing increased opportunity for employment.

Unintended negative consequences identified:

Mitigating actions:

Encourage positive use of the framework

A Denbighshire of cohesive communities

Overall Impact	Neutral
Justification for impact	the Framework will have minimal impact on the Community

Positive consequences identified:

Agency framework will provide work opportunities for local community.

Unintended negative consequences identified:

Mitigating actions:**A Denbighshire of vibrant culture and thriving Welsh language**

Overall Impact	Positive
Justification for impact	There will be opportunities available where Welsh is essential for the role.

Positive consequences identified:

There will be opportunities available where Welsh is essential for the role.
 There will be opportunities available where Welsh is essential for the role.

Unintended negative consequences identified:**Mitigating actions:****A globally responsible Denbighshire**

Overall Impact	Positive
Justification for impact	The Vendor Neutral Framework allows for Recruitment/Employment agencies to sign up with the selected framework 'Vendor' at any time during the lifetime of the framework. This allows for newly formed businesses, or persons who wish to start up a new business the vehicle to do so.

Positive consequences identified:

Opportunities for Employment in North Wales for anyone with the relevant skills either as an individual or as a potential business opportunity. There will be no discrimination and the opportunities available may offer an enhanced quality of life to individuals directly involved in the process and subsequently with their families, who may be able to benefit from living in North Wales. The tender process will ensure that Vendor Neutral Agency will have an established policies in accordance with UK legislation, as well as insuring that the Supply chain adheres to the same standards.

The use of a Vendor Neutral Supplier who operates in a Countrywide Market could attract a higher skilled operator into the Organisation who could enhance the existing skillset of the Authority.

Unintended negative consequences identified:

The EU regulations do not allow ring fencing of a particular area of commerce for it's residents, so there is the potential for the opportunities to be filled by persons outside of the local Authority. The EU regulations do not allow ring fencing of a particular area of commerce for it's residents, so there is the potential for the opportunities to be filled by persons outside of the local Authority.

Mitigating actions:

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Report To: Cabinet

Date of Meeting: 12th December 2017

Lead Member / Officer: Cllr Julian Thompson-Hill / Richard Weigh, Head of Finance

Report Author: Steve Gadd, Chief Accountant

Title: **Finance Report (November 2017/18)**

1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2017/18. The report also provides a summary update of the Capital Plan as well as the Housing Revenue Account and Housing Capital Plan.

2. What is the reason for making this report?

The purpose of the report is to provide an update on the council's current financial position and confirm the agreed service budgets for 2017/18.

3. What are the Recommendations?

The following actions are recommended:

- 3.1 Cabinet Members note the budgets set for 2017/18 and progress against the agreed strategy.
- 3.2 Cabinet Members support the submission of a Full Business Case for a new 3-16 Catholic school building and facilities to the Welsh Government (see **Appendix 4**).

4. Report details

The report provides a summary of the council's revenue budget for 2017/18 detailed in **Appendix 1**. The council's net revenue budget is £189.252m (£185.062m in 16/17). The position on service and corporate budgets is forecast to break-even due to the use of corporate contingencies. Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6.

Service efficiencies of £0.902m were agreed as part of the budget. These efficiencies form part of 'business as usual' for services and therefore it is assumed that all efficiencies will be delivered. Any exceptions will be reported to Cabinet if required.

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

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

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

Significant service narratives explaining variances and risks are shown in the following paragraphs.

Customers, Communications and Marketing is currently projected to overspend by £128k (£125k reported last month). The pressure is largely due to higher than

anticipated relief costs and additional IT costs. The service continues to work to identify cost savings in order to reduce the current overspend.

Business Improvement and Modernisation is now projected to break-even (underspend of £35k reported last month). The movement relates to the transfer of the £35k underspend to the EDRMS Reserve in order to help extend the digitisation project as approved at last month's meeting.

Community Support Services is still projected to break-even. However as indicated in previous reports this is after additional budget of £750k being allocated during the 17/18 budget process, £633k additional Welsh Government funding, £500k additional one-off income relating to deferred income and £1.1m use of service reserves. Overspends within the Mental Health Service and In-House Provider Services are greater than anticipated and remain an area of concern for 18/19 and beyond. These pressures are being considered as part of the 18/19 budget process.

Education and Children's Service is currently projected to overspend by £558k (£566k overspend reported last month). The slight reduction from last month relates to a lower projection for certain legal costs. Children's Services continues to be an area of high risk due to the volatility in case numbers and inflationary pressures on placement costs. Each individual placement can be extremely expensive so any increase in numbers can have a large effect on the budget. The total overspend against Children's Services base budget is currently £1,213k overspent (£1,265k in October's Report), however as in previous reports this is partly offset by a planned use of the Placement Reserve which was put aside from Corporate resources at year end last year (£522k) and a further cash contribution from Corporate Contingencies of £132k for a particularly expensive and sensitive case involving children in remand centres (these costs have reduced from £177k last month). The pressure in this area is also being discussed as part of the 2018/19 budget process.

Legal, HR and Democratic Services is showing an underspend of £25k due to a number of small variances and vacancy savings across the service (£29k underspend last month).

Highways and Environment is currently projected to overspend by £239k (£231k at the last Cabinet meeting).

The majority of overspend (£155k – a decrease of £9k from that reported in September) relates to a projected shortfall in income for the Major Projects team. This has been an issue over recent years (£45k overspend last year) but has been contained within the service's budget allocation. The main reason for the income shortfall relates to the amount of work and re-imburement coming from the North and Mid Wales Trunk Road Agency (NMWTRA).

Although a pressure of £0.300m was included in the budget for School Transport for 2017/18, it has always been accepted that the effects of the implementation of the new policy would need to be monitored carefully throughout the year. The School Transport budget is currently projected to overspend by £55k (£40k reported last month) following a full review of the contracts agreed for the new school year which started in September.

Corporate – It is currently estimated that corporate contingencies will be available to be released to fund the service overspends. This will mean that we don't have to use more than the level of Balances included in the budget. However it remains a possibility that further service overspends will require an unbudgeted contribution from the base level of Balances.

Schools – Although schools received protection of 1.85% (£1.173m) for 2016/17 they also had to find efficiency savings to fund inflationary pressures of approximately £2.5m. Schools had a net deficit balance of £1.056m last financial year which represented a reduction of £2.618m on the balances brought forward from 2015/16 (£1.562m). At the end of November the projection for school balances is a net deficit balance of £1.218m, which is a further reduction of £0.162m on the balances brought forward from 2016/17. Schools continue to work closely with Education Finance colleagues on detailed financial plans for the new academic year and over the following two years to deliver long term balanced budgets. Schools received total funding of £2.1m for 2017/18 which is more than both inflation and demographic growth and it is hoped the financial position for most schools will continue to be consolidated during 2017/18, however the position will be monitored closely and reported to Members. Non-delegated school budgets are currently underspending by £63k due to the reduction in historic pension liabilities relating to the period of Clwyd County Council.

The Housing Revenue Account (HRA). The latest revenue position assumes a decrease in balances at year end of £928k which is £613k more than the budgeted decrease of £315k which is largely due to an increase in investment in Repairs and Maintenance. HRA balances are therefore forecast to be £1.619m at the end of the year. The Capital Budget of £10.15m is allocated between planned improvements to existing housings stock (£6m) and acquisitions and new build developments (£4m).

Treasury Management – At the end of November, the council's borrowing totalled £196.959m at an average rate of 4.63%. Investment balances were £1.3m at an average rate of 0.3%.

A summary of the council's **Capital Plan** is enclosed as **Appendix 2**. The approved capital plan is £40.8m with expenditure to date of £22.0m. Also included within Appendix 2 is the proposed expenditure of £16.8m on the Corporate Plan. **Appendix 3** provides an update on the major projects included in the overall Capital Plan.

In January 2017, Cabinet supported the recommendation for the submission of a combined Strategic Outline Case/Outline Business Case for a new 3-16 Catholic school building to replace Ysgol Mair primary school and Blessed Edward Jones High School to the Welsh Government. This was considered by the Welsh Government in November 2017 and permission to submit the Full Business Case has recently been received by the Council. The proposed scheme would provide a new 3-16 Catholic School building and facilities to replace the existing Catholic Provision of St Marys/Ysgol Mair (3-11 Primary) and Blessed Edward Jones Catholic High School (11-16 Secondary). The primary section of the building will be built for the capacity of 420 full time pupils (60 part time nursery) and the secondary section for 500. The latest cost estimate is £23.8m. The Strategic Investment Group reviewed the full business case on 21st November 2017 and have recommended that Cabinet supports the submission of a Full Business Case for a new 3-16 Catholic school building and

facilities to the Welsh Government. The Full Business Case is included as **Appendix 4**.

7. What are the main conclusions of the Well-being Impact Assessment?

A Wellbeing Assessment was completed for the efficiency savings element of the budget proposals and was presented to Council on 31st January. The Assessment concluded that the efficiency proposals are either positive or neutral when assessed against the seven wellbeing goals.

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

In addition to regular reports to the Corporate Governance Committee, the budget process has been considered by CET, SLT, Cabinet Briefing and Council Briefing meetings. There were regular budget workshops held with elected members to examine service budgets and consider the budget proposals. All members of staff were kept informed about the budget setting process and affected staff have been or will be fully consulted, in accordance with the council's HR policies and procedures. Trade Unions have been consulted through Local Joint Consultative Committee.

9. Chief Finance Officer Statement

It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position, particularly given the scale of budget reductions required over the coming two or three years.

Specific pressures are evident in social care budgets (both Adults' and Children's) but due to the investment in service pressures and the re-imburement of service reserves at year end it is hoped that these pressures will be contained in the current year. The position for both service will be monitored carefully and are currently being considered as part of the budget process for 2018/19.

Forecasts indicate the position with school balances will begin to stabilise however the position will be kept under close review. Not only are Education Finance working closely with schools to help develop robust plans, but chief and senior officers in Education and Finance meet regularly to review those plans and take remedial action if necessary.

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

This remains a challenging financial period and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years. Effective budget monitoring and control will help ensure that the financial strategy is achieved.

11. Power to make the Decision

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

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET 2017/18

Nov-17	Net Budget 2016/17 (Restated) £'000	Budget 2017/18			Projected Outturn							Variance Previous Report £'000
		Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	Net %	
Customers, Communications and Marketing	2,696	3,181	-338	2,843	3,392	-421	2,971	211	-83	128	4.50%	125
Education and Children's Service	14,126	26,909	-13,955	12,954	28,786	-15,273	13,513	1,877	-1,318	559	4.32%	566
Business Improvement and Modernisation	4,572	5,400	-785	4,615	5,680	-1,065	4,615	280	-280	0	0.00%	-35
Legal, HR and Democratic Services	2,396	3,949	-1,325	2,624	4,069	-1,470	2,599	120	-145	-25	-0.95%	-29
Facilities, Assets and Housing	6,965	22,665	-15,089	7,576	23,679	-16,103	7,576	1,014	-1,014	0	0.00%	0
Finance	2,888	5,260	-2,346	2,914	5,215	-2,301	2,914	-45	45	0	0.00%	0
Highways and Environmental Services	17,065	33,301	-15,912	17,389	33,703	-16,075	17,628	402	-163	239	1.37%	231
Planning and Public Protection	2,941	5,957	-2,970	2,987	6,248	-3,261	2,987	291	-291	0	0.00%	0
Community Support Services	31,218	46,790	-14,428	32,362	49,440	-17,078	32,362	2,650	-2,650	0	0.00%	0
Total Services	84,867	153,412	-67,148	86,264	160,212	-73,047	87,165	6,800	-5,899	901	1.04%	858
Corporate	18,178	55,572	-36,589	18,983	54,671	-36,589	18,082	-901	0	-901	-4.75%	-858
Precepts & Levies	4,364	4,525	0	4,525	4,525	0	4,525	0	0	0	0.00%	0
Capital Financing	13,214	12,965	0	12,965	12,965	0	12,965	0	0	0	0.00%	0
Total Corporate	35,756	73,062	-36,589	36,473	72,161	-36,589	35,572	-901	0	-901	-2.47%	-858
Council Services & Corporate Budget	120,623	226,474	-103,737	122,737	232,373	-109,636	122,737	5,899	-5,899	0	0.00%	0
Schools & Non-delegated School Budgets	64,439	75,296	-8,781	66,515	75,637	-9,023	66,614	341	-242	99	0.15%	2
Total Council Budget	185,062	301,770	-112,518	189,252	308,010	-118,659	189,351	6,240	-6,141	99	0.05%	2
Housing Revenue Account	-257	15,179	-14,864	315	15,572	-14,644	928	393	220	613		585

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General Capital Plan

		2017/18	2018/19	2019/20	2020/21
		£000s	£000s	£000s	£000s
Capital Expenditure					
	Total Estimated Payments - General	23,335	13,162	171	200
	Total Estimated Payments - Corporate Plan	16,808	1,179	0	0
	Contingency	658	500	500	500
	Total	40,801	14,841	671	700
Capital Financing					
1	External Funding	16,574	10,133	4,869	4,869
2	Receipts and Reserves	11,206	211		
3	Prudential Borrowing	13,021	8,866	171	200
5	Unallocated Funding	0	(4,369)	(4,369)	(4,369)
	Total Capital Financing	40,801	14,841	671	700

Corporate Plan

Revised February 2016

		£000s	£000s	£000s	£000s
Approved Capital Expenditure					
	Cefndy Healthcare Investment	103			
	Extra Care	94			
	Highways Maintenance and bridges	3,179			
	New Ruthin School	8,467	236		
	Feasibility Study - Carreg Emlyn	131			
	Llanfair New School	339			
	Rhyl High School	437			
	Ysgol Bro Dyfrdwy - Dee Valley West Review	33			
	Bodnant Community School	69			
	Ysgol Glan Clwyd	3,221	274		
	Faith Based Secondary	735	669		
	Estimated Capital Expenditure	7,024	25,384	9,422	
	Total Estimated Payments	23,832	26,563	9,422	0
Approved Capital Funding					
	External Funding	8,062	30		
	Receipts and Reserves	4,127	206		
	Prudential Borrowing	4,619	943		
	Estimated Capital Funding	2,170	12,898	592	
	External Funding	2,170	12,898	592	
	Receipts and Reserves	1,505	3,438	4	
	Prudential Borrowing	3,349	9,048	8,826	
	Total Estimated Funding	23,832	26,563	9,422	0

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Appendix 3 - Major Capital Projects Update - November 2017

Rhyl Harbour Development	
Total Budget	£10.654m
Expenditure to date	£10.579m
Estimated remaining spend in 2017/18	£ 0.000m
Future Years estimated spend	£ 0.075m
Funding	WG £2.545m; WEFO £5.899m; Sustrans £0.700m: RWE £155k; WREN/NRW £83k and DCC £1.272m
Narrative:	
<p>Now that the bridge has been operational for a few years, it is apparent that the maintenance schedule needs to be revised to ensure that the bridge is properly maintained for the longer term. The Corporate Executive Team have considered a report regarding the maintenance regime and have agreed in-principle to amend the maintenance schedule, although decisions about the long term funding of this have still to be finalised. When the revised bridge maintenance contract has been agreed with contractor, the final account for the bridge will be negotiated and this will complete the project.</p> <p>In the meanwhile the necessary maintenance is being undertaken to keep the bridge in good working order.</p>	
Forecast In Year Expenditure 17/18	£0.000m

21st Century Schools Programme - Rhyl New School	
Total Budget	£23.822m
Expenditure to date	£23.408m
Estimated remaining spend in 17/18	£ 0.414m
Future Years estimated spend	£ 0.000m
Funding	DCC £10.133m; WG £13.689m
Narrative:	
<p>The project has provided a new school building for Rhyl High School to accommodate 1,200 pupils in mainstream education and approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl. The works have also included some extensive refurbishment to the exterior of the Leisure Centre.</p> <p>Further to a meeting with the contractor there are now just a small number of snags and defects to be completed and some amount of retention will be retained in respect of these items. It is expected that the majority of the remedial works will be completed during January, although the assessment period for the BREEAM excellent certification may delay this a little longer.</p>	
Forecast In Year Expenditure 17/18	£0.437m

21st Century Schools Programme – Ysgol Glan Clwyd

Total Budget	£16.710m
Expenditure to date	£16.327m
Estimated remaining spend in 17/18	£ 0.109m
Future Years estimated spend	£ 0.274m
Funding	DCC £5.249m; WG £11.461m

Narrative:

This scheme is within the Band A proposals for 21st Century Schools Programme. The project will deliver an extended and refurbished Ysgol Glan Clwyd to accommodate a long term capacity of up to 1,250 pupils via a new three storey extension, partial demolition of existing buildings and refurbishment of the retained buildings.

The project will also see extensive landscaping, with creation of new outdoor hard & soft landscaped areas including a new sports field, extended and rationalised car park and coach parking area.

Phase 1, a new three storey extension was completed and handed over for occupation by the school from January 2017. Following handover of the old buildings that make up Phase 2 to the contractor in January 2017, asbestos has been removed, the buildings have been soft stripped and work to remodel and refurbish them has been underway since February 2017. Phase 2 is being handed back in sections to the school. The first two sections of the old buildings following remodelling and refurbishment, comprising Phases 2a and 2b were handed over on 9th May 2017 and 28th June 2017 respectively. Part of Phase 2b included the new Visitors Car Park and new Main Reception. The school were decanted into these areas on 29th June 2017.

Over the summer break the three mobile classrooms on site were removed/demolished and demolition of the old three storey block was completed. The final main section of remodelling and refurbishment of the old buildings, Phase 2c, was completed on 4th September 2017 and handed back to the school ready for the start of the new academic year.

Remaining internal works to create the new Leisure Centre facility and the final three rooms for the school were completed and handed over on 13th October 2017; at the same time the new Car Park and Coach Area and remaining external landscaping were also completed and handed over.

Since 13th October 2017 the final activities have seen the old Tennis Courts resurfaced and fenced to create a Multi-Use Games Area and clearance of the Contractors Site Offices and compound; this work was completed and a final handover occurred on Friday 10th November 2017 with a final contract completion date of Friday 10th November 2017.

Any remaining snagging is ongoing and defect rectification works will be undertaken in line with the defects periods associated with the various phases.

Forecast In Year Expenditure 17/18	£3.221m
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21st Century Schools Programme – Ruthin Primary Schools

Total Budget	£12.186m
Expenditure to date	£ 9.073m
Estimated remaining spend in 17/18	£ 2.878m
Future Years estimated spend	£ 0.235m
Funding	DCC £6.900m WG £5.285m
<p>Narrative:</p> <p>Denbighshire received permission to extend the scope of the 21st Century Schools Programme to include the three Ruthin primary school projects in September 2015. In January 2016, the Strategic Outline Case for the three projects was approved by the Welsh Government.</p> <p>Rhos Street School and Ysgol Penbarras</p> <p>This project will deliver a new shared school building site for Rhos Street School and Ysgol Penbarras at Glasdir, Ruthin.</p> <p>The external finishes to Rhos Street School and the mechanical and electrical 2nd fix, floor finishes and decoration is ongoing.</p> <p>The plaster boarding and mechanical and electrical 1st fix is now complete on Ysgol Pen Barras, and the 2nd fix along with internal finishes are ongoing.</p> <p>Up and coming works include ongoing internal finishes and external works to both schools.</p> <p>Ysgol Carreg Emlyn</p> <p>Following negotiations on the land purchase for the site of the new school, Head of Terms have now been agreed and the land purchase will now be implemented and is expected to be finalised during the spring term.</p> <p>A contractor has now been issued with a letter of intent for the design and build contract. A pre start meeting will be held imminently.</p> <p>Early in the new year, an event will be held to showcase the plans of the new school to stakeholders.</p> <p>Llanfair New School</p> <p>The Full Business Case has now been submitted to the Welsh Government, and will be considered at their December panel meeting.</p> <p>The planning application is expected to go to the planning committee in December 2017. Subject to planning approval and land purchase, work is expected to commence on site in the Spring of 2018.</p>	
Forecast In Year Expenditure 17/18	£8.935m

21st Century Schools Programme – Rhyl 3-16 Faith School

Total Budget	£1.500m (Feasibility and Design)
Expenditure to date	£0.096m
Estimated remaining spend in 17/18	£0.735m
Future Years estimated spend	£0.669m
Funding	DCC £1.5.m
Narrative:	
<p>Cabinet gave approval in January 2017 for a £1.5m allocation to allow the design stages for a new 3 -16 Catholic School to commence following the recommendation of the initial Business Case by the Strategic Investment Group.</p> <p>The pre planning consultation ended on 25th November 2017. The drop in sessions at both schools were attended by approximately 20 people at each session.</p> <p>It is hoped a full planning application can be submitted at the beginning of December.</p> <p>The combined Strategic Outline Case/ Outline Business Case was submitted to the Welsh Government, and was considered in November.</p> <p>Approval of the Full Business Case and submission to the Welsh Government is included within the finance report on this agenda.</p>	
Forecast In Year Expenditure 17/18	£0.735m

Rhyl Waterfront and Waterpark	
Total Budget	£20.357m
Expenditure to date	£6.495m
Estimated remaining spend in 17/18	£3.661m
Future Years estimated spend	£10.201m
Funding	WG £4.236m; DCC£13.936m; Rhyl Town Council £2.000m
Narrative:	
<p>Work on the Pavilion Theatre is complete with the creation of a new bar and restaurant which opened on 2nd December 2017. The external recladding and other minor refurbishments are also complete.</p> <p>The East Car Park has now been handed over and the pay & display machines have been installed. The signage is due to be erected in December.</p> <p>The Sky Tower improvements are complete and the graphics have now been installed on the new hoarding.</p> <p>Work on the new Waterpark development is well advanced and completion scheduled for early 2019.</p> <p>The development of the Travelodge and Marstons on the site of the East Parade Car Park commenced on 30th November 2017, with opening anticipated for December 2018.</p>	
Forecast In Year Expenditure 17/18	£6.610m

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Draft Full Business Case

New 3-16 Catholic School, Rhyl



Author: Lisa Walchester, Project Manager

Date: 28/11/17

Version	Date Issued	Brief Summary of Change	Owner's Name
1.0	13/11/17	First Draft	Lisa Walchester
2.0	28/11/17	Second Draft	Lisa Walchester

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DRAFT

1. Executive Summary

- 1.1. As part of the Council's 21st Century Schools Programme Band A proposals that were submitted to the Welsh Government in 2010 there was a commitment and financial allocation for investment in a Joint Faith Secondary Provision. Over the last six years there has been extensive discussions with partners from the Wrexham Catholic Diocese and from the St Asaph Church in Wales Diocese. In July 2014 a SOC was submitted for a Shared Faith provision in Denbighshire which looked at amalgamating Blessed Edward Jones Catholic High school in Rhyl and St.Brigids in Denbigh. This was subsequently approved.
- 1.2. There was significant opposition from St.Brigids during the school organisation process to the proposal in 2013 and the Cabinet agreed to delay the publication of any statutory notice until a location had been agreed. During this considerable delay St.Brigids made significant improvements to their leadership structure, quality of education and removal of the entrance exam and all parties agreed that the amalgamation of St.Brigids and Blessed Edward Jones was not the best way forward for the school. However the Wrexham Diocese, St.Asaph Diocese and the Council committed to developing a shared faith school which would involve the closure of Blessed Edward Jones.
- 1.3. Discussions during 2016 focused on the location and how this may impact on the future direction of the new school. Another important factor in these discussions have been the deliverability of the project within the timescales for Band A. During 2016 all parties understood for the project to be delivered a consensus was needed in regards to the location of the new school, unfortunately this was not possible and the St.Asaph Diocese stepped away from the project.
- 1.4. As a consequence the project proposal which has emerged as the preferred way forward is for a new 3-16 Catholic School to replace the existing Catholic Provision of St. Marys/ Ysgol Mair (3-11 Primary) and Blessed Edward Jones Catholic High School (11-16 Secondary).
- 1.5. The scheme would provide a new school building and facilities for a 3-16 Catholic offer. The primary section of the building will be built for the capacity of 420 full time pupils (60 part-time nursery) and the secondary section for 500.
- 1.6. St. Marys Catholic Primary school (Ysgol Mair) in Rhyl is English medium, Voluntary Aided and within the designation and provision of the Diocese of Wrexham. In January 2017 the school had 283 full time pupils on roll and 46 part time. The overall capacity is 378 pupils, which equates to a surplus of 25.1% places. The school also has a playgroup onsite which is registered to take 24 pupils per sessions. At January 2017 there were 13 pupils attending the morning session and 10 attending the afternoon.
- 1.7. Next door to St. Marys/ Ysgol Mair is Blessed Edward Jones, an English medium Catholic School 11-16. The school is English medium, Voluntary Aided and within the designation and provision of the Diocese of Wrexham. The school's numbers have fluctuated widely over time affected by the school's level of success and in January 2017 served 313 pupils against an overall capacity of 659 places, which equates to a surplus of 52.5% places.

- 1.8. Both school buildings are in need of investment to bring the buildings up to a satisfactory standard reflective of a 21st Century School. The condition category for Blessed Edward Jones Catholic High School has been given a C (Poor- Major deterioration) as identified by the 21st Century Schools Survey, in the most recent survey undertaken by Welsh Government in 2010. The current building maintenance backlog for the site is currently estimated by DCC as £1,334,802.
- 1.9. In 2010 the 21st Century Schools Survey identified that the condition category for St. Mary's/ Ysgol Mair was a B –Satisfactory-Performing as intended but exhibiting minor deterioration. However, in August 2016 a further Property Condition and Suitability Report was commissioned by the Welsh Government on the school and it was graded a C- Poor with major defects. The value of outstanding maintenance works required on St. Mary's/ Ysgol Mair buildings is estimated by DCC as £402,429.
- 1.10. As detailed within the Strategic Case the scheme would therefore deliver the following benefits:
- To offer a new sustainable 3-16 Catholic education provision in Denbighshire, which will promote inclusion, equality and opportunity.
 - The project would improve the condition and suitability of the learning environment and buildings considerably. The current condition and suitability of St. Mary's Ysgol Mair is a 'C' and Blessed Edward Jones a 'C'. The project would deliver 'A' rated school buildings and facilities in a flexible manner in order to adapt easily to the changing curriculum requirements;
 - The overall financial stability for Catholic provision within Denbighshire would be improved significantly;
 - To reduce the ever-growing (cost of the) maintenance backlogs at both schools- Value of outstanding maintenance works on St. Mary's/ Ysgol Mair is estimated as £402,429 and Blessed Edward Jones is estimated as £1,334,802 (figures from January 2017)
 - The need to reduce the carbon footprint of the Council- The project is aiming for BREEAM 'Excellent' and an energy EPC rating of 'A'.
- 1.11. The Economic Case provides detailed information on cost, benefit and risk appraisals undertaken to confirm a preferred option as a way forward to address the critical success factors for the project and make these a reality. The Economic Case concludes that the preferred solution is a new facility for pupils aged 3-16 in one building capacity 420 full time pupils 3-11, 60 part-time, 500 pupils 11-16 in Rhyl.
- 1.12. Procurement of the project was via the North Wales Schools and Public Buildings Contractor Framework (NWSPBCF). The Framework sets out clear procedures via mini-tender exercises for authorities to follow in procuring teams for specific projects. The Framework was developed and set up following an OJEU compliant procurement exercise that included PQQ and ITT stages to procure a limited number of main contractors to a set number of Lots under the Framework.
- 1.13. Given the anticipated initial project construction value of £21m the project falls within Lot 3 of the framework for projects valued over £15m. Under the guidelines set out within the Framework for call off via mini-tender exercises for individual projects a

number of procurement approaches are possible ranging from Early Contractor Involvement (ECI), through degrees of Design and Build to Full Design or Novation.

- 1.14 The proposed cost of the project is £23,813,671. The current breakdown takes into account the overall balance of the Denbighshire Programme and spend to date by both parties within this Programme. As of September 2017 from the overall £43.050M within the Welsh Government Funding envelope £35.606M has already been committed to other projects leaving £7.443m across the remaining 3 projects. Accordingly Denbighshire will provide approximately 77% of the funding for the project.
- 1.15 In terms of the management of the project, the Council is in the process of amending its Programme Management arrangements. A number of Board's are being disbanded including the Council's Modernising Education Programme Board, and their remit will be replaced by 2 Boards. The progress of the Modernising Education agenda will fall within the remit of the Young People and Housing Programme and this will provide the strategic leadership for the overall programme moving forward. The project has an identified Project Sponsor and Project Manager to ensure clear leadership and direction throughout the lifecycle of the project. Details of the project management structure are contained within the Management Case.
- 1.16 Please see Appendix 1 which details Welsh Government feedback and DCC's response to queries raised from the combined SOC/OBC.

2. Strategic Case

Strategic Fit

- 2.1. The SOC/OBC was submitted to the Welsh Government at the end of October and is due to be considered in November 2017. Due to the close proximity very little has changed in terms of the strategic fit.

Business Strategies

- 2.2. The project was identified by the Council during the delivery of its Corporate Plan for the period 2012-2017. This identified 7 priority areas for Council activity and action and contextualises national and regional policy developments for Denbighshire. Specifically within this plan there is a priority work stream for:-

- Improving performance in education and the quality of our school buildings

This priority includes the following intended outcomes:-

- We will invest significantly to improve school buildings and facilities and provide improved learning environments for pupils
- We will continue to review school provision across the county to ensure that we provide the right number of school places, of the right type, in the right location.

The Corporate Plan included £23.8m allocated to this project. The overall approved programme of £86.1m is funded 50/50 between Welsh Government and Denbighshire. However there is flexibility within individual projects for reallocation of this split so long as the overall programme remains 50/50. Based on spend to date the ratio of funding on this project will be geared towards Denbighshire providing the majority of the funding.

- 2.3. Following the approval of the Council's New Corporate Plan for the period 2017-2022, the Councils' Modernising Education strategy will be governed via the Younger People and Housing Programme Board. This board has responsibility to oversee strategic delivery of the Corporate Plan and the key projects therein. A specific priority is Young People so that Denbighshire is a place where younger people will want to live and work and have the skills to do so. Specifically this states that "we want Denbighshire to be a place where young people can and want to flourish. To do this there must be excellent education provision working alongside a strong employment offer for all. We will work with our partners, schools and businesses to make this happen." It states that to achieve this we will continue to modernise schools via the 21st Century Schools Programme". Existing commitments within the plan will be met subject to approval of relevant Business Cases etc.

Planning

- 2.4. Pre-planning consultation commenced on the 23rd October and ran until 25th November. Overall positive feedback was received from the majority of respondents. The planning application is currently being reviewed based on this feedback and we will submit the planning application in December 2017.

Welsh in Education Strategic Plan

- 2.5. The Council recognises the importance of bilingualism in 21st Century Wales and has adopted a long term aspiration that all children and young people in the County will leave full-time education being competent and confident in using both Welsh and English languages. The Council recognises that this is a long term aspirational aim that will not be achieved for a number of years.
- 2.6. The objectives of the new Welsh in Education Strategic Plan 2017-20 includes ensuring and developing sufficient Welsh Medium school places and increasing the proportion of learners studying Welsh as a 1st language. The aim is to ensure that through the 21st Century Schools programme there is sufficient capacity to ensure Welsh medium education is accessible throughout the County.

Current demand for places

- 2.7. The Town of Rhyl is served by 6 primary schools. The overall yearly capacity for the town is approximately 380 pupils of which 320 places are for English medium provision. Most pupils that attend Ysgol Dewi Sant continue their education at the secondary Welsh medium Ysgol Glan Clwyd in St.Asaph.

The table below show the Rhyl- primaries- Full time numbers on roll from January 2017, along with capacity/ surplus:

School	NOR	Capacity	Surplus	%
Ysgol Bryn Hedydd	416	381	-35	-9.2
Christchurch	391	397	6	1.5
Ysgol Dewi Sant (Welsh med)	473	440	-33	-7.5
Ysgol Emmanuel	411	424	13	3
Ysgol Llywelyn	575	611	36	5.9
St.Mary's/ Ysgol Mair	283	378	95	25.1
Total	2,549	2,631	82	3.1

2.8 The table above shows that St. Mary's/ Ysgol Mair currently has 25.1% surplus places. It also shows 2 primaries in the town are over their capacity, one is Welsh medium. The other schools have limited surplus. The current administrative arrangements for admissions together with approaches towards class structures may have an impact on the demand and subsequent allocation of places for Ysgol Mair. The current financial management of the school has seen decisions made to reduce elements of the school closer to 1.5 form entry to ensure that the school remains financially viable. However this approach by Ysgol Mair is clearly to the detriment of Blessed Edward Jones, illustrating the need for a change in approach. Denbighshire have discussed the need for a more long term perspective towards this approach to allow the school numbers to grow to previous levels, which will also increase the viability of Blessed Edward Jones.

2.9 The Council and the Diocese strongly believe that the investment in a new facility alongside the 3-16 offer will stimulate the demand for Faith education in the area. We believe that this proposal will assist the overall capacity in the Rhyl primaries providing an even spread of available pupil places, ensuring those schools who are over their capacity can look to reduce their numbers to fall in line with their capacity.

Projections in the future (with no changes)

2.10 The projections below show that the situation in Rhyl remains fairly constant and that the demand in the primary sector will remain steady.

Standard Pupil Projections Rhyl Primary Schools 2018 - 2022							
School Name	Actual 2017	2018	2019	2020	2021	2022	Projected Trend 2018 - 2022
Christ Church CP School	391	400	396	393	390	385	-6
Ysgol Llywelyn	575	595	593	594	603	600	25
Ysgol Emmanuel	411	414	416	419	419	419	8
Ysgol Dewi Sant	473	465	456	456	455	448	-25
Ysgol Bryn Hedydd	416	417	416	415	415	412	-4
St.Mary's/ Ysgol Mair	283	300	299	280	283	275	-8
Pupil Total	2549	2591	2576	2557	2565	2539	-10

2.11 The re-vitalisation of the offer should reduce the initial burden on the more popular primary schools in the town and the slightly increased capacity will increase the

provision of surplus places to 5% in the town. Long term there remains concern over the impact of deficit places for Welsh Medium education in the town and these issues may be addressed via the Council's Band B proposals.

Secondary Sector in Rhyl:

- 2.12 The new building for Rhyl High School opened its doors to pupils in April 2016. The new school has an overall capacity of 1200 pupils. This has had a significant impact on pupils' numbers at the school especially in the lower years.

Pupil numbers from the January 2017 PLASC :

School	Year 7	Year 8	Year 9	Year 10	Year 11	Total
Rhyl High School	233	190	165	163	134	885
Blessed Edward Jones	56	46	64	60	87	313

- 2.13 Current pupil numbers at October 2017 for Year 7 at Rhyl High School is 231 and at Blessed Edward Jones is 32. DCC to date have received 231 applications so far for Year 7 2018 intake at Rhyl High.
- 2.14 The projections below shows an increase in the numbers in the secondary sector which reflects the growth in the primary sector in previous years.

Standard Pupil Projections Rhyl Secondary Schools 2018 – 2022						
School Name	2018	2019	2020	2021	2222	Projected Trend 2018 - 2022
Blessed Edward Jones	258	258	271	283	294	+36
Rhyl High School	991	1077	1166	1221	1245	+254
Pupil Total	1245	1335	1437	1504	1539	+294

- 2.15 The admission number at Rhyl High is currently 240 and as the numbers above highlight the school is close to this number in Year 7. Long term the increase in pupil demands highlights the importance of retaining a second secondary school in Rhyl.
- 2.16 The proposal of a 500 secondary sector (as a minimum), would mean a 4 form entry, admission number of 100. At secondary transfer, Year 6 pupils on roll at the school will automatically transfer to secondary phase education at the school and, as such, this would result in a minimum of 40 extra places. Pupils attending Blessed Edward Jones have come from the following primaries- St. Mary's/ Ysgol Mair, Christchurch, Ysgol Emmanuel, Ysgol Bryn Hedydd and Ysgol Llewelyn, historically smaller numbers of pupils have also travelled from Conwy and Gwynedd.
- 2.17 The capacity of the secondary section would allow at least an additional 40 pupils coming from other primary schools in the area, assuming all pupils would continue from the primary into the secondary section of the school.
- 2.18 The expectation has traditionally been that the majority of pupils from St. Marys/ Ysgol Mair would continue their education through the Catholic education system and therefore go into Year 7 at Blessed Edward Jones. In recent years this has seen a change as an increasing numbers of pupils leave St Mary's / Ysgol Mair. In addition the new build at Rhyl High impacted greatly on the numbers for 2016/17 with 31.7% of the cohort going to Rhyl High and only 48.8% attending Blessed Edward Jones.

- 2.19 Clearly a combination of factors is having a detrimental impact on the vitality of pupil numbers for the two Catholic schools which serve the Rhyl area and beyond. Improvements in arrangements together with the changes for the transition should have a positive impact on demand for places for the new school.
- 2.20 Other implications of the current situation around demand for places associated with Rhyl High being full in lower year groups and the current situation and status of Blessed Edward Jones is a considerable increase in transport costs for the Local Authority. Of interest is the change in demand for places at Prestatyn High, the neighbouring town. The Business Case for Rhyl High School included reference to reversing the trend of pupils leaving the town to seek education in an alternative town to avoid attending Rhyl High. This trend has been reversed but conversely the high demand for Rhyl High and an unwillingness to attend the current Blessed Edward Jones has seen a small return to pupils leaving the town for secondary provision. The authority is of the view that the improved offer with the 3-16 will change this. Currently as of June 2017 the Local Authority have to meet the costs of transport to Prestatyn High, Denbigh High or Ysgol Emrys Ap Iwan for a total of 37 pupils, table 8 below shows this in more detail as well as the costs.

School	Number of pupils transported	Cost
Prestatyn High school	25	£215 per pupil= £5,375 per year
Denbigh High school	10	Approx. £530.10 per pupil = £5301 per year
Ysgol Emrys ap Iwan, Abergele	2	Approx. £619.40 per pupil= £1,238.80 per year
TOTAL	37	£11,914.80

- 2.21 Taking all the above into account- total cost for the Local Authority is **£11,914.80** and this would increase considerably if we were to lose the provision of a second secondary school in Rhyl.
- 2.22 In considering all options it is clear that a second secondary offer is still required in the town to meet current demand from the primary sector in Rhyl. The option of simply closing Blessed Edward Jones would lead to 268 pupils having to travel out of the town for secondary education with resultant transportation costs.

Investment Need

- 2.24 The investment needs have been reviewed and the investment needs remain based on the key issues within the current school the following priorities for investment remain:

Minimum Scope

- *Addressing maintenance backlog*

Intermediate Scope

- *Refurbishment works at both schools*

Maximum Scope

- *New facility for pupils aged 3-16 in one building*

Project Impacts

- 2.25 This project is anticipated to primarily benefit current Ysgol Mair and Blessed Edward Jones pupils with improved educational environment and access to facilities. Conversely, the project is anticipated to have a minimal impact on nearby schools.

3. Economic Case

- 3.1. In accordance with the 21st century schools and education funding programme business case guidance document and the requirements of HM Treasury's Green Book, this section of the business case documents the range of options that have been considered in response to the potential scope identified within the SOC. This FBC seeks approval for the identified 'preferred' option to deliver a new facility for pupils aged 3-16 in one building.
- 3.2. The SOC/OBC was submitted to Welsh Government end of October. Due to the close proximity very little has changed in terms of the Economic Case.
- 3.3. The critical success factors as outlined in the SOC/OBC remain valid and are displayed in the table below;

Reference	Critical Success Factors
CSF1	Improvement in educational attainment and achievement
CSF2	Achievable- can be delivered within the specified period of the DCC capital plan and schedule for the Modernising Education Programme / 21 st Century Schools Programme.
CSF3	Low adverse impact on continuing education during project.
CSF4	Reduce the ever growing maintenance backlog
CSF5	Meet demand for school places
CSF6	Consistent with strategic vision for Catholic Diocese.
CSF7	Improve the learning environment to meet 21 st century school standards and allow for the delivery of a fluid and innovative 21 st century curriculum

- 3.4. These key drivers and critical success factors have been used to assess the options for progression for the project.

Revisited Options – January 2017

The identified options submitted at SOC/OBC are summarised below:

Option 1 - Retain the Status Quo (Do Nothing)

- The schools would be retained with no changes or improvements to existing facilities.

Option 2 - Clear Maintenance Backlog - Remedial Repair (Do minimum)

- Undertake minor maintenance works at both schools. This option would address the maintenance backlog at the sites.

Option 3 - Refurbishment of the Existing Buildings at both schools

- This would mean retaining both current school sites refurbishing and remodelling where needed.

Option 4- Rebuild of existing facilities at both schools

- This would mean rebuilding both schools.

Option 5- Provide a new facility for pupils aged 3-16 in one building

- A new school would be built on the current school sites for pupils aged 3-16. The existing school buildings will be demolished and make way for new sports pitches etc. This option would address the conditions at both schools, reduce the maintenance backlog, improve facilities and provide a 21st Century learning environment.

Preferred Option

- 3.5. The analysis of the advantages and disadvantages of each of the identified options along with review of the project investment objectives and critical success factors within the SOC/OBC identified option 5 the new facility for pupils aged 3-16 as the preferred option.

4. Commercial Case

Procurement

- 4.1 This section outlines the proposed deal in relation to the preferred option as outlined in the economic case. The preferred procurement route for the preferred option is a 2 stage Design and Build contract. However, given the fact that the current schools are neighbours, an initial scoping exercise was carried out 'in-house' to determine if a new build could fit onto the current sites. This provided a starting point for the tendering exercise.
- 4.2 Procurement of the project was via the North Wales Schools and Public Buildings Contractor Framework (NWSPBCF). The Framework sets out clear procedures via mini-tender exercises for authorities to follow in procuring teams for specific projects. The Framework was developed and set up following an OJEU compliant procurement exercise that included PQQ and ITT stages to procure a limited number of main contractors to a set number of Lots under the Framework.
- 4.3 Given the anticipated initial project construction value of £21m the project falls within Lot 3 of the framework for projects valued over £15m. Under the guidelines set out within the Framework for call off via mini-tender exercises for individual projects a number of procurement approaches are possible ranging from Early Contractor Involvement (ECI), through degrees of Design and Build to Full Design or Novation.
- 4.4 The conclusion reached given the nature, scale and ambition of the project was to adopt a two stage tender approach. The appointed Contractor will undertake design and survey work under a JCT Pre-Construction Services Agreement (General

Contractor) 2016 as amended by Denbighshire County Council. The main Design and Build Contract will be the JCT Design and Build contract 2016 as amended by Denbighshire County Council.

Evaluation

- 4.5 The tender exercise was conducted using the guidelines set out in the Framework and was issued on the 3rd April 2017 to all contractors within Lot 3 of the Framework. This mini-tender exercise was based on a 70% Quality / 30% price ratio.
- 4.6 In addition, an explicit and clear evaluation criteria document was issued to the Contractors to accompany the tender to ensure the evaluation process was clear and transparent. The submissions were returned on the 28th April 2017. All were scored by an evaluation panel according to the guidance in the evaluation criteria issued. In addition, interviews were held with contractors who submitted a tender to present their written responses and answer any questions or provide clarification that arose out of their written responses. The Evaluation Panel comprised of representatives from Denbighshire County Council, Lawray Architects (advisers to the Diocese of Wrexham) and Mott MacDonald (Adviser to DCC).
- 4.7 The tender process and evaluation exercise was facilitated via the Proactis portal and guided by the County's Procurement Service. As a result of the evaluation of the written tender responses with moderation at interview, a successful contractor, in this case Kier Construction were notified of their success via formal correspondence on the 15th May 2017.

Proposed Contractual Arrangements

- 4.8 As set out above, the appointed Contractor will undertake design and survey work under a JCT Pre-Construction Services Agreement (General Contractor) 2016 as amended by Denbighshire County Council. The main Design and Build Contract will be the JCT Design and Build contract 2016 as amended by Denbighshire County Council. At the end of Phase 1, subject to final approval of the Full Business Case, the intention will be to let a JCT Design and Build Contractor 2016 for delivery of Phase 2- Construction. The final decision to enter into a formal contract for Phase 2 is scheduled to be taken by the appropriate Head of Service should the project remain within allocated budget in accordance with the Councils Financial Regulations. The decision will be made following an assessment of the submitted Contractor's Proposals by the Contractor.

Financial Implications of Proposed Deal

- 4.9 Under the proposed contractual arrangements and procurement approach the Contractor has initially been appointed for a fixed fee to undertake Phase 1- design for the project and prepare a contract sum for agreement. A breakout clause at the end of Phase 1 limits the Client's exposure to financial risk. The contract sum will be developed in conjunction with the Clients cost advisors using an open book and transparent approach with the aim of agreeing a contract sum within the construction

budget. It is then the intention to appoint the Contractor to undertake the construction works for the agreed fixed price contract sum.

Risk Transfer Arrangements

- 4.10 The general principle adopted is that risks should be passed to ‘the party best able to manage them’, subject to value for money considerations. The final allocation of risk within the project will be determined with Kier as the project develops. This will involve discussions via dedicated Risk Workshops between Denbighshire and Kier Construction whereby project risks are allocated to the party best able to manage them and allocation of risk sums to deal with any residual risks remaining. This work is in progress and an initial draft has been produced. The risk register will remain a ‘live’ document as the project continues to develop, risks will be under constant review, with the ownership, likelihood, impact and potential cost associated reviewed; it is anticipated that the level of risk will reduce as the design process progresses.

Community Benefits

- 4.11 The delivery of community benefits is a key component in the framework approach for the region. The community benefits Core- evaluated are in the table below:

KPI No.	Please indicate the number of placements that you propose to deliver during the life of this project (Framework target is 78w per million pound spend)	Base line
1	Work Experience Placement (16 plus years)	16
2	Work Experience Placement (14 - 16 years)	4
3	Construction Curriculum Support Activities -individual engagement	8
4	Graduates recruited	1
5	Apprentice starts	6
6	Existing Apprentices	6
7	Apprentice completions	4
8	Jobs Created on Construction Projects	5
9	S/NVQ starts for subcontractors	10
10	S/NVQ completions for subcontractors	8
11	Training Plans for subcontractors - number	5
12	Supervisor training for subcontractors	6
13	Leadership & Management training for subcontractors	4
14	Advanced Health & Safety training for subcontractors	6

- 4.12 There are also non-core community benefits and these can include workshops at the schools and meet the buyer events.
- 4.13 As part of the tender exercise the commitment of the contractor to community benefits was rigorously examined. In particular the contractors were required to outline how they would maximise potential community benefits as part of this project.

5. Financial Case

- 5.1 Please state the current estimated funding requirement and how this bid will be match funded.

	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	Total
Welsh Government					£226,294	£5,017,549	£297,671		£5,541,514
Denbighshire	£12,264	£34,965	£19,014	£29,250	£1,712,164	£8,075,503	£8,015,818	£372,819	£18,272,157
Total	£12,264	£34,965	£19,014	£29,250	£1,938,458	£13,093,052	£8,319,489	£372,819	£23,813,671

- 5.2 The contribution of £18.272M is identified within Denbighshire's Corporate Plan and there is a commitment against it for this project.

- 5.3 The £18,272,157 contribution from Denbighshire will be provided from the following sources of funding:

£17,443,246 – Prudential Borrowing
£1,063,911 – Cash Reserves

- 5.4 As the school will be voluntary aided school the asset will be the responsibility of the respective Diocesan authorities upon completion.

- 5.5 The proposed cost of the project is £23,813,671. The current breakdown takes into account the overall balance of the Denbighshire Programme and spend to date by both parties within this Programme. As of September 2017 from the overall £43.050M within the Welsh Government Funding envelope £35.606M has already been committed to other projects leaving £7.443m across the remaining 3 projects. Accordingly Denbighshire will provide approximately 77% of the funding for the project.

- 5.6 The funding proposal has been shaped in such a way that the Welsh Government funding for the project will be allocated during the 2014-2019 timescales for Band A. Therefore all expenditure after the 1st April 2019 will be met by Denbighshire County Council during the completion of the construction works during 2019.

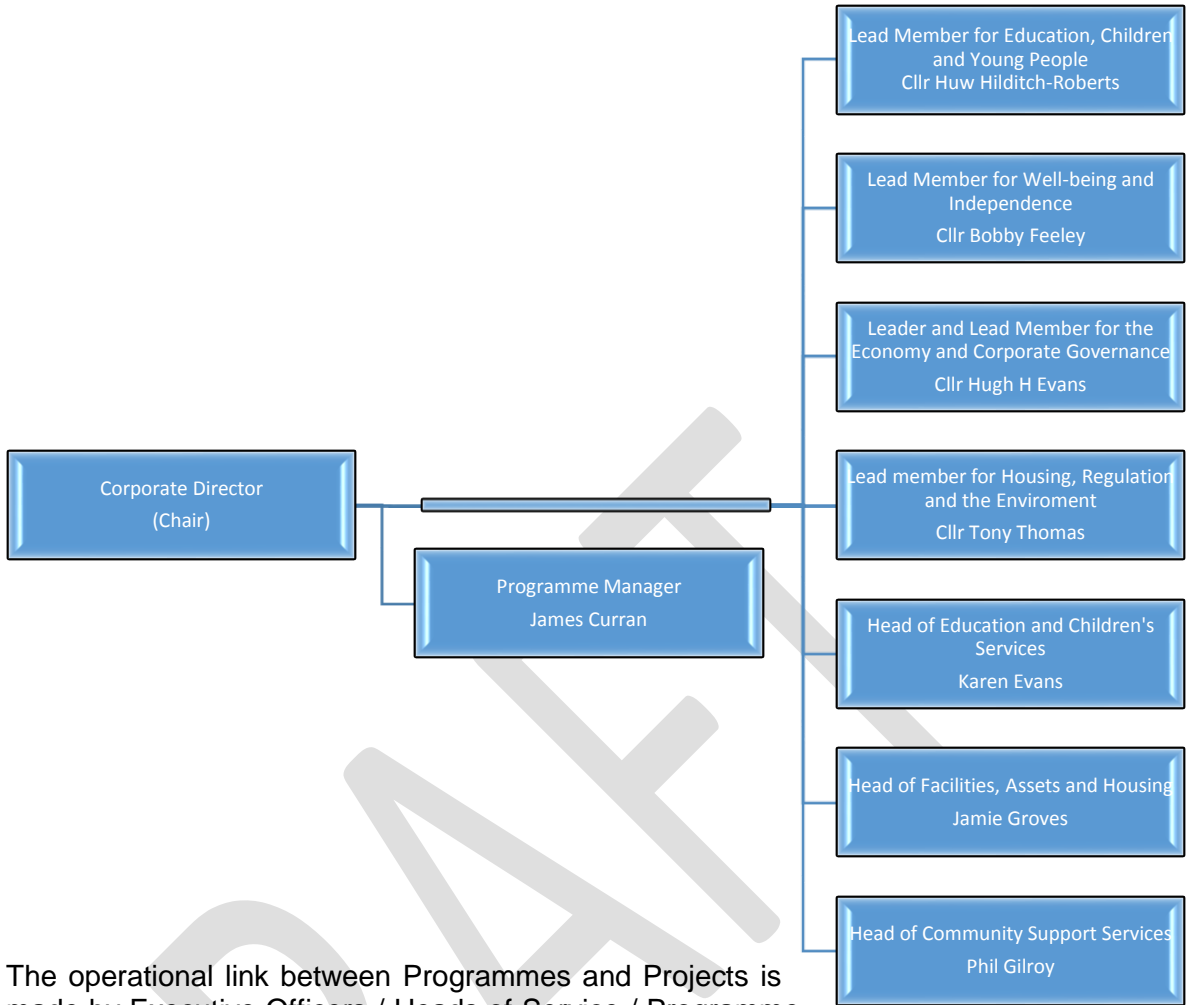
BREEAM Rating

- 5.7 Costs have been calculated based on the aim of achieving a BREEAM 'Excellent' rating. Based on an initial assessment by the BREEAM assessor the achievement of BREEAM 'Excellent' may be feasible. In addition Tender proposals have also been positive on achieving a BREEAM 'Excellent'.

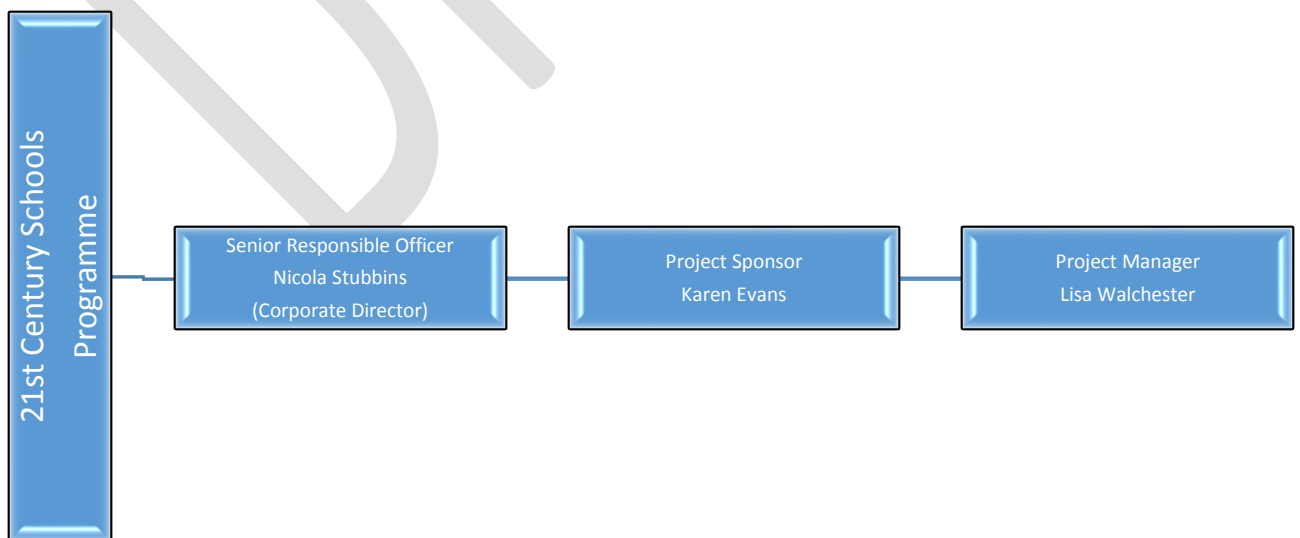
6. Management Case

Programme Management

- 6.1. This scheme is an integral part of the Denbighshire's 21st Century Schools Programme which comprises a portfolio of projects through which Denbighshire will deliver the necessary changes to ensure that the strategic aims of the Welsh Government's 21st Century Schools Programme are fully met. Denbighshire's Strategic Outline Programme (SOP) was agreed by the Welsh Government in December 2011. This SOP was reviewed in 2015 to take into account additional investment from Welsh Government and Denbighshire County Council which increased the value and scope of the Programme.
- 6.2. The Project Management arrangements sit within the context of Corporate Programme Management. DCC's Programme Management strategy ensures that all project development and delivery is undertaken in concert with the Council's strategic vision and politically supported aspirations and priorities. The key principles of DCC's approach to Programme Management include:
- Programme ownership at Corporate Executive level by a nominated Senior Responsible Owner,
 - A Programme Board with clearly defined Terms of Reference defining its: Purpose, Scope, Remit, Membership, Tenure,
 - Programme Board membership comprising relevant Cabinet Members, Executive Officers and Service Heads.
 - A clear focus at strategic, corporate level on (and ultimate responsibility for) the realisation of identified Programme Outcomes and the Council's visions and priorities.
- 6.3. Following the approval of the Council's New Corporate Plan for the period 2017-2022, the Councils' Modernising Education strategy will be governed via the Younger People and Housing Programme Board. This board has responsibility to oversee strategic delivery of the Corporate Plan and the key projects therein. The proposed reporting responsibilities and membership at the Younger People and Housing Board level are shown below:

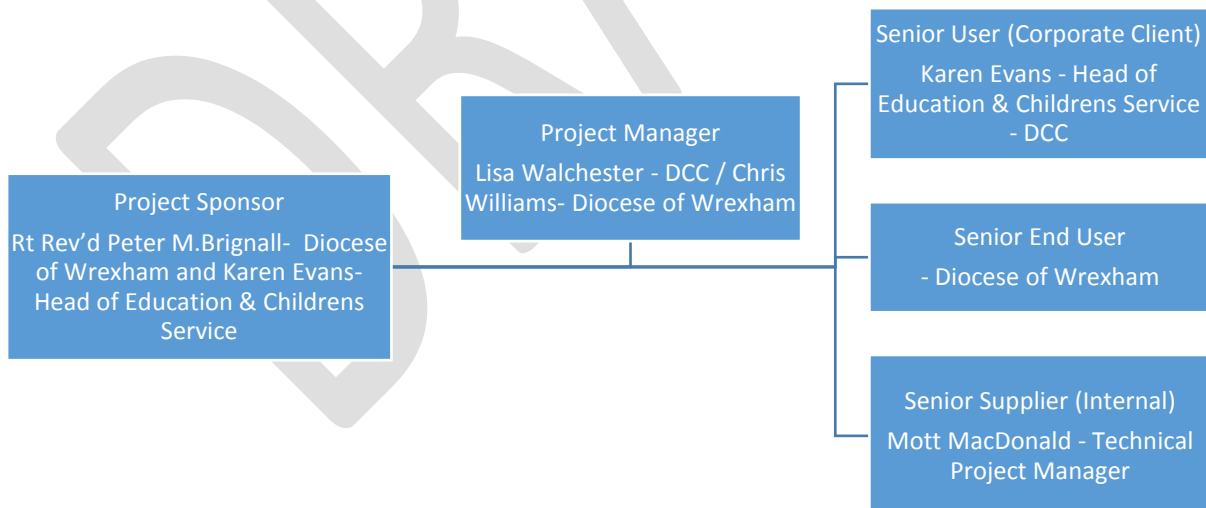


6.4 The operational link between Programmes and Projects is made by Executive Officers / Heads of Service / Programme Manager from the Programme Board being nominated Project Sponsors. The actual operational (service) programme reporting responsibilities for projects and strand activity are:



Project management arrangements

- 6.5 The project will be managed in accordance with PRINCE 2 methodology, which ensures that projects are properly led, planned, resourced, monitored and controlled. The methodology has a prescribed structure of governance, structure and reporting for projects tailored according to magnitude, scope and complexity to enable successful and efficient project delivery.
- 6.6 A Project Board has been established to oversee the development and progress of the project. Various project teams to progress specific areas will be established and these will report to and advise the Project Board and will be responsible for the development, planning and delivery of the project. The membership of the team is dynamic and evolves over time with some roles increasing or diminishing in profile as the project progresses through its sequential stages. The team is led and coordinated by the Project Manager. From an operational element the work of the Project Team will also be directed by the Temporary Governing Body established to oversee the implementation of the new school. This will take a lead role in the delivery of the new curriculum for the school, admission arrangements and ethos etc.
- 6.7 Similarly to the Programme Board, the Project Board will be supported as appropriate by advisers in key areas. Where external advisers are to work on projects consideration will be given to the role of local authority managers to supervise such work and provide line management as appropriate.
- 6.8 The outline reporting arrangements for the project are indicated as below:



- 6.9 The role of Project Sponsor will be undertaken by the Rt Rev'd Peter M. Brignall, Diocese of Wrexham in partnership with Karen Evans, Head of Education and Children's Service for Denbighshire County Council. The Project Manager will be

Lisa Walchester who is based in the Modernising Education Team for Denbighshire County Council and Chris Williams the Deputy Director of Schools and Colleges for the Catholic Archdiocese of Liverpool working on behalf of the Diocese of Wrexham.

- 6.10 Additional formal roles in the Project will see representatives of both the Senior Users and Senior Suppliers along with relevant political representation as indicated in the above organisation chart.

Risk Management

- 6.11 The strategy, framework and plans for dealing with the management of risk are described in risk register contained in Appendix 4. In addition there is a DCC risk register for the preferred option. The DCC risk register is a County specific register that rolls up key general risks, in addition, as referred to in the Commercial Case is the risk profile developed with the main contractor that allocates specific risks to the party best able to deal plus an accompanying risk value.
- 6.12 These risk registers and management plan detail which party is responsible for the management of each risk and the required counter measures as required. All of these documents will be reviewed and updated as the design develops and specific risks are retired or mitigated.

Gateway Review

- 6.13 For individual projects within Denbighshire a stage review process has been established for all projects. This process allows for relevant professional views to emerge on individual projects prior to moving forward to the next formal stage. A stage review, via the Strategic Investment Group for this project was undertaken prior to submission of this document. Further gateway reviews linked to project board approval are planned for key stages in the development of the design and pre-contract stage. The Council will discuss further proposed engagement with the Welsh Government Programme and Project Management Team regarding securing external gateway reviews of the project as appropriate.

Contingency Plans

- 6.14 In the event that this project fails, the County will have to maintain the service within the existing facility however it will not meet the aspirations of both the County and WG to provide facilities fit for purpose and suitable in which to deliver a 21st century curriculum.

Post Occupancy Evaluation

- 6.15 Post Occupancy Evaluation provides a structured review of the process of delivering a capital project as well as a review of operational, functional and strategic performance of the building following occupation. This is a recognised way of providing feedback on the performance of the project through a buildings lifecycle from the initial concept to occupation and beyond. It is envisaged that both a pre and post occupancy evaluation will occur. The pre-occupancy evaluation will enable detail on the issues around the performance of the existing site to be captured and fed into and influence the design process. The post occupancy evaluation will occur after a period of operational use- between 6-12 months- and will again capture feedback from all users on how the new set-up is functioning and to measure the actual outcomes against the

objectives. The project will also utilise the revised Welsh Government guidance for the evaluation of projects.

Signed:

Printed: Karen Evans

Position in the organisation: Head of Education and Children's Services
(Project Sponsor)

Date:

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Appendix 1

Issues from SOC / OBC Stage

The discussions between DCC and Welsh Government clarified the following strategic issues during the approval process:-

School Reorganisation

- Clarify the methodology for 100 pupils per year and not 90 pupils in secondary section: After discussions with the Diocese it was agreed that the secondary phase of the school would be a 4 form entry of 25 per year group therefore totalling 100 pupils per year. There were concerns that if the school was designed as a 3 form entry school for 450 pupils this may reduce scope for the future. The current design allows for future flexibility. The design of the school could allow, if the pupil numbers were to increase, for it to become a 4 form entry of 30 pupils per year group, totalling 120 pupils per year.

Welsh Medium Education

- Confirmation that we have assessed the need/demand for Welsh medium education as part of the proposal: Since 2010 Denbighshire County Council and Welsh Government have jointly funded improvement to Welsh medium education facilities in the north of the County in response to need/demand. Improvements have now been completed to three Welsh medium primary schools in the north of the county – Ysgol Dewi Sant (Rhyl), Ysgol y Llys (Prestatyn) and Ysgol Twm o'r Nant (Denbigh). These were funded as part of the Tranche 3 programme. All three schools feed Ysgol Glan Clwyd (Secondary) in St Asaph and therefore as part of the Band A programme an extension and refurbishment of Ysgol Glan Clwyd has now been completed. As a result of completing these projects, Denbighshire County Council in partnership with Welsh Government have responded to the demand for Welsh medium education in the north of the county and therefore it is not the key driver within this proposal.

Childcare

- Future demand has been considered: In terms of future demand in Rhyl, the Childcare Sufficiency Assessment has identified that out of hours provision ie. after 6.00pm and weekend provision is non-existent at present with only 10 providers offering care before 8.00am. The childcare team are working with providers to see how they can support them in offering this in the future should demand be present.
- How the school will meet potential increased demand for wraparound childcare to support increase in provision of part-time nursery places at the school: The current Ysgol Mair has an admission number of 54, the new school will have an admission of 60, an increase of 6 places. Currently the playgroup is not running to its full capacity- obviously we hope with the project that we will see an increase in the number of pupils utilise this and the wraparound care. The design is catering for a similar sized playgroup due to budget constraints - this was discussed with the County's Childcare Development manager and she was happy that this would be sufficient. We would work closely in the future if the playgroup had an increase in demand which they could not facilitate and look at nearby schools who could maybe accommodate the wrap around element or own facility in the town- as part of our Band B proposals.

Sports Provision

- Minimum size football pitch should be 90m x 45m, is it possible to increase the length from 87m? -We can look into the option of increasing the length of the pitch, the current pitch shown of 86m x49m is within range for an under 15-16 football pitch, which is within the age range of the school. At the initial stage a path was planned for the rear of the site, this has now been removed so extending it could be considered. It is important to note that the off- site provision will remain and this includes a range of additional pitches.
- Assume the all weather pitch will be floodlit?- The all-weather pitch will not be floodlit initially due to planning concerns for nearby residents. The pitch backs onto a number of properties along St. Margaret's Drive and in view of the time constraints for delivering this project it was agreed not to progress this option.
- Can the smaller grass pitch be an all-weather surface to provide benefit to the pupils?- We can look into the surface of the smaller grass pitch if budget allows.

Commercial Case

- Has batching of projects been considered? - This was the last project to be allocated via the North Wales Construction Framework so in this instance batching was not an option for delivery. The local authority will be considering options around batching of works during Band B.

Economic Case

- Justification of 920 place school: Primary places in Rhyl are forecasted to remain consistent for the next few years- the main concern is at present we only have 3.1% of surplus places in the town in the primary sector.

Two of the schools are over capacity and as a consequence we have included the option of extending primary provision in the Rhyl area within Band B for the following reasons:-

Rhyl

At the moment there is growing demand for primary provision in the town. At present the Council has a policy that no school should have more than 2 form entry. Both Ysgol Dewi Sant – Welsh medium provision and Ysgol Llywelyn – English medium - regularly operate above this number. Long term there is a requirement to consider whether the policy should be retained, and if so, what is the medium term plan to review planning of places?

We believe this proposal will assist the future decisions regarding this and assist those schools who are over their capacity and allow a more even spread. The proposal increases the primary places by 42 in the town which would mean a 4.7% surplus. Welsh Government guidance within the School Organisation Code “suggests that some places are necessary to enable schools to cope with fluctuations in numbers of pupils.” Within the Primary sector for the Community schools there is a deficit of seven places across the six schools.

In many year groups it is becoming increasingly difficult for the Council's School Admission service to place pupils on a day to day basis in Rhyl. Ysgol Bryn Hedydd currently has all of its year groups above capacity and 4 of these at the maximum class size permitted. Christchurch has 3 year groups at capacity and Ysgol Emmanuel has 5 year groups at capacity. A proposal to reduce the size of the primary intake for the 3-16 school would increase this further, including the consequence of risks of pupil's not being educated within a reasonable distance of their home as the local authority is finding it increasingly difficult to place pupils locally.

In terms of the secondary provision this proposal will see the capacity decrease by 159 places. The aim of the proposal is for the primary section pupils at year 6 - maximum of 60 - that all pupils will stay in the school and not transfer to other secondary schools. Therefore this would only leave an additional 40 pupils to come from the other 4 English medium primary schools in the town as well as neighbouring schools in Prestatyn.

The Diocese believe the school will also be attractive to pupils who attend Catholic primary schools in Conwy- St. Josephs in Colwyn Bay and Blessed William Davies in Llandudno who currently cannot continue their Catholic education into secondary education in the County.

- Please clarify the full refurbishment costs as they seem high- Full refurbishment costs also looks at ensuring the schools would meet 21st Century school standards- i.e. the costings take into account a brand new sports hall for Blessed Edward Jones and the re-build of the playgroup facilities at Ysgol Mair.
- Are salaries consistent across options?- Salary costs are excluded due to a significant change management programme to be undertaken over the next 2 years prior to the opening of the new school. The Temporary Governing Body will be established shortly and one of their first roles will be to examine what the staffing and management structure will be- the new school will only have one headteacher but the SLT will be set up very differently as it is now.
- EAC Analysis: For a change in the EAC rankings the costs associated with the main options would have to reduce by approximately 64% for option 3 and 42.3% to achieve a similar EAC as Option 2.

	Option 2	Amended Option 3	Amended Option 5
Capital Costs	1,521,009	7,081,604	11,750,000
Optimism Bias		861,709	1,305,425
Total	1,521,009	7,943,314	13,055,425
EAC	904,646	903,104	904,174

This analysis has focussed solely on the initial capital costs and subsequent optimism bias. Any potential changes to the scope would be likely to impact on the lifecycle costs but further work would be required to comment with authority on this impact. Therefore for the purpose of this analysis the existing costs have been used.

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Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
23 Jan	1	Housing Rent Setting & Housing Revenue and Capital Budgets 2018/19	To seek approval for the proposed annual rent increase for council housing and to approve the Housing Revenue Account Capital and Revenue Budgets for 2018/19	Yes	Councillor Julian Thompson-Hill / Richard Weigh / Geoff Davies
	2	Recommendations of the Strategic Investment Group	To seek Cabinet support of projects identified for inclusion in the 2018/19 Capital Plan	Yes	Councillor Julian Thompson-Hill / Richard Weigh
	3	Budget 2018/19 – Final Proposals	To consider a report setting out the implications of the Local Government Settlement 2018/19 and proposals to finalise the budget for 2018/19	Yes	Councillor Julian Thompson-Hill / Richard Weigh
	4	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
27 Feb	1	CPO of the Former North Wales Hospital, Denbigh	To seek a decision regarding the CPO	Yes	Councillor Brian Jones / Gareth Roberts
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
20 Mar	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees		Tbc	Scrutiny Coordinator
24 Apr	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
22 May	1	Rhyl and Prestatyn Business Improvement Districts	To consider the full business case relating to the establishment of business	Yes	Councillor Hugh Evans / Mike Horrocks

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			improvement districts		
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
January	9 January	February	13 February	March	6 March

Updated 22/11/17 - KEJ

Cabinet Forward Work Programme.doc

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